

WIA State Plan Products and Timelines

Tasks	Deliverable	Start Date	End Date	Resources/ Decisions needed	Status
Executive Summary	Two page general overview. "Vision for the Future.	1/25/99	6/30/99		
Describe the Process for developing the State Plan	Description including Gov/MTEC involvement, collaboration w/CLEOs, LWIBs, others	10/98	1/00	Public Comment Process	
Summarize comments	Include comments or summary and demonstrate how comments considered	11/99	1/00		
Describe the State's Goals	Strategic goals and description of how the system will help achieve	1/99	1/00		
Identify the performance indicators	Objective, quantifiable performance goals (definitions)	8/99	9/15/99	UI MOU ALMIS reports	
Market Analysis	Description of key economic trends, data sources, implications in terms of employment opportunities, job skills, and customer segments and their related skill development needs	8/99	1/00		
State Readiness analysis (Leadership)	Description of the State Board, (entities represented, how selected, how other entities required but not represented will be involved, functions, leadership, coordination with LWIBs, and accessibility)	8/99	1/00		
State Readiness analysis(Leadership)	Conflict of Interest Policy	8/99	9/15/99	MTEC approval	

Tasks	Deliverable	Start Date	End Date	Resources/ Decisions needed	Status
State Readiness analysis(Leadership)	Identify Local Board appointment criteria	8/99	9/15/99	Funding for MTI, MTEC approval	
State Readiness analysis(Leadership)	Description of funding formula	1/99	1/00	MTEC approval	
State Readiness analysis(Leadership)	Description of grant award process (Statewide activities)	8/99	1/00	WP 10%, WIA 15% project decisions	
State Readiness analysis(Leadership)	Identify criteria for LWIB to use for youth grants	8/99	9/15/99		
State Readiness analysis(Leadership)	State's definition of sixth youth eligibility criterion	8/99	9/15/99	Delegate to locals?	
State Readiness analysis(Leadership)	Description of State Policies (see. A-10 attached)	6/99	9/15/99		
State Readiness analysis(Leadership)	Description of consultation w/local boards and CLEOs. Description of policies that are obstacles.	11/98	1/99		
State Readiness analysis (Services)	Description of current One-Stop efforts	11/98	9/15/99		
State Readiness analysis (Services)	Description of Local Workforce Investment Areas, process to designate and appeals process	12/98	9/15/99		
State Readiness analysis (Services)	Description of Regional Planning efforts	7/99	10/15/99	Interstate Agreement	

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State Readiness analysis (Services)	Description of Section 122 policies and procedures, public comment	1/99	11/99	Designate Agency	
State Readiness analysis (Services)	Description of Employment Statistics system	1/99	9/15/99		
Assessment of Strengths and Improvement Opportunities	Description of strengths and weakness of current system relative to the state's vision	8/99	1/00		
Strategies for Improvement - Leadership	Description of steps to improve collaboration	8/99	1/00	State level MOU	
Strategies for Improvement - Leadership	Description of state assistance to assist local areas in improving One-Stop system	8/99	1/00		
Strategies for Improvement - Leadership	Description of LWIB Capacity Building	8/99	9/15/99		
Strategies for Improvement - Services	Descriptions of improvements to support WIA key principles (see pp. A-15 through A-17, attached)	8/99	1/00	W-P 10%, DVOP, LVER, RR, Youth	
Strategies for Improvement – System Infrastructure	Describe ITA system, Technology, Internet, Employment Statistics	8/99	1/00		
Performance Management	Explanation of how the performance levels were negotiated with local boards	8/99	1/00		
Performance Management	Discussion of common data system and data to be collected from partner agencies, use of U.I. wage records and timeframe	8/99	1/00	U.I. MOU	
Performance Management	Describe the customer satisfaction measurement system	8/99	1/00	Survey system, on-line, scanable, etc.	

Tasks	Deliverable	Start Date	End Date	Resources/ Decisions needed	Status
Performance Management	Descriptions of Governor/ State Board actions to ensure collaboration w/key partners	7/99	1/00	State level MOU, Exec. Order	
Performance Management	Describe performance evaluation of local Boards, sanctions, continuous improvement, technical assistance, etc	8/99	1/00		
Local Guidance	Requirements for local plans	5/99	9/15/99		

*Status = completed (X), on schedule (O), behind schedule (-), ahead of schedule (-)

SHOW ME RESULTS

November 1999

Prosperous Missourians:

Thriving firms, farms, families and communities

1. Increased number of jobs paying greater than \$10/hour.
2. Increased number of dollars of new investment in Missouri firms and farms.
3. Increased productivity of Missouri firms and farms.
4. Decreased percentage of Missourians obtaining public income support.
5. Increased percentage of Missourians with health insurance.
6. Increased access to high quality child care for working families.
7. Increased percentage of Missourians with incomes above 100% of the poverty level.
8. Decreased number of communities with a high concentration of poverty.

Educated Missourians:

Children ready to learn, successful students, and workers with high skills

9. Increased percentage of children entering school ready to learn.
10. Increased percentage of students who achieve targeted skill levels at various points before graduation.
11. Increased percentage of 18-year-olds with a high school diploma or GED.
12. Increased percentage of individuals ages 25 to 65 who have completed 14 years of education.

Healthy Missourians:

Healthy babies, decreased impact of disease, and clean air and drinking water

13. Increased percentage of pregnancies that result in healthy babies.
14. Decreased rate of infant mortality.
15. Decreased pregnancy rate for females under age 18.
16. Decreased impact of infectious and chronic diseases.
17. Improved air and drinking water quality in Missouri.

Safe Missourians:

Protection against crime, family violence, and alcohol and drug-related injuries

18. Decreased rates of crimes against persons.
19. Decreased rates of crimes against property.
20. Decreased incidence of family violence.
21. Decreased rate of alcohol- and drug-related injuries and deaths.

Responsible Government:

Sound management and stewardship of the state's resources

22. Decreased ratio of state government operating expenditures to Missouri personal income.
23. Improved protection of the public's investment in state-owned capital assets (roads, bridges and buildings).
24. Increased representation of minorities and women in upper level salary ranges in state government and in state purchasing.
25. Improved protection of Missouri's land and water resources.

MTEC Strategic Plan

Strategy 7: *Implement the Workforce Investment Act*

Coordinator: Roger Baugher

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Mission Statement	Mission Statement accepted by MTEC	12/1/98	12/11/98	4/1/99	MTEC		X
"Vision for the Future" written as an Executive Summary for State Plan	Vision for the Workforce Development System approved by Exec. Committee	1/25/99	6/30/99	9/1/99	Strategic Planning Committee – Mike Pulliam	White Paper on Merger	X
Survey of current One-Stop system distributed	Surveys distributed to One-Stop Centers and returned	11/1/98	2/1/99	5/21/99	Prog. Coord. One-Stop Liaisons		X
Analyze One-Stop Survey Data	Analysis presented to MTEC	4/1/99	5/21/99	7/1/99	Prog. Coord. One-Stop Liaisons		X
One-Stop State Standards established for designating or certifying operators	Standards accepted by MTEC and distributed to CLEOs & LWIBs	5/21/99	7/1/99	3/01/00	Prog. Coord. Committee		√
State Plan Guidance (DOL)	Final Guidance Received	11/30/98	12/15/99	2/1/99	DOL		X
Engage CLEOs	Chief Local Elected Officials receive information regarding initial response	2/1/98	4/1/99	7/1/99	Governor/ MTEC		X
Designate State WIB		10/15/98	2/1/99	3/30/00	Governor		X

Status: √ -- on schedule ↓ -- behind schedule ↑ -- ahead of schedule x -- completed

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Regulations (DOL)		10/1/98	2/7/99	4/8/99	DOL		X
LWIA Recommendations to Governor	Process documented; written recommendations delivered to Governor	11/17/98	1/1/99	5/21/99	MTEC Exec. Committee plus 5 Depts.		X
CLEO agreements drafted, responsibilities outlined	Agreements prepared for signature	4/1/99	6/1/99	9/30/99	State Staff		X
Governor re-engage CLEOs	CLEOs trained in responsibilities.	4/1/99	6/1/99	On-going	Governor		√
LWIA Designations	CLEOs notified of designation	4/1/99	6/30/99	9/30/99	Governor		X
Local Board Certification Standards developed	Standards written, approved by MTEC, distributed to CLEOs	1/1/99	5/21/99	9/1/99	Program Coordination Committee Lindell Thurman		X
Determine Unified Plan Inclusions (Perkins, ABE, etc.)	State Agencies agreed there will be no WIA unified Plan	1/1/99	4/5/99	9/1/99	Exec. Comm. Plus 5 partners		X
Recommend Statewide (15%) Discretionary Activities and Wagner- Peyser 10% activities	Budgets developed for required and discretionary activities approved by MTEC	1/1/99	4/14/99	3/1/00	Strategic Planning Committee Partner agency state staff		√
Allocation Formula	Formula approv. by MTEC	11/17/98	5/21/99	3/1/00	MTEC		√

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Outcomes Defined	Outcome definitions written and approved by MTEC	1/1/99	5/20/99	3/1/00	Evaluation & Awards Committee Tom Jones		√
Outcome Discussion w/ DOL Regional Office (R.O.)	R.O. agreement on Outcome Targets for first three years	4/1/99	9/1/99	4/1/00	Tom Jones/ Bob Wilson		√
Guidance developed on Priority of Services (limited funds)	Priority of Service Guidance approved by MTEC	1/1/99	5/21/99	7/1/99	Strategic Plng Committee Roger Baugher	One-Stop Exec. Team	X
Governor Designate Labor Market Information (LMI) Agency	State Agency Designated	1/1/99	5/21/99	7/1/99	Governor		X
Develop LMI System	LMI system described	1/1/99	7/1/99	3/01/00	State Staff Bill Niblick Mark Mehment Don Lloyd Mark Bauer		√
Implement on-line LMI system	LMI system on-line	5/21/99	4/1/00	7/1/00			√

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Governor Designate Agency to Certify Skill (Classroom) Training Providers	State Agency Designated	1/1/99	5/21/99	10/99	Governor		X
Develop Section 122 Procedures which address consumer reports, etc. for Local Boards to Select Skill (Classroom) Training Providers	Procedures completed	1/1/99	4/1/99	3/01/00	MTEC Don Eisinger	Leroy Wade Terry Barnes Glenn Stinson Mark Bauer Ron Jewell	√
Develop Local Plan Guidance (including Wagner-Peyser)	Local Planning Guidelines distributed to CLEOs/LWIBs	4/1/99	7/1/99	3/01/00	Program CoordinationCo mmittee RogerBaughner Judy Morrow		√
On-Site TA on Local Plans And MOUs	Technical Assistance Sessions held in all LWIAs	7/1/99	9/1/99	6/01/00	One-Stop Exec. Team		√
Begin negotiation on local Outcomes	Outcomes discussion held with each LWIB	7/1/99	10/1/99	10/30/99	Tom Jones Evaluation & Awards Committee		√
Negotiate State Perf. Stand. with DOL	State Targets set for inclusion in State Plan	7/1/99	10/1/99	10/30/99	Tom Jones Eval/Awards		√

Tasks	Completion Measure (Deliverable)	Start Date	Best Date	End Date	Responsible Person(s)	Resources Needed	Status
Finalize negotiation on local Outcomes	Outcome Targets Set for each LWIA	9/30/99	10/30/99	6/01/00	Tom Jones Evaluation & Awards Committee		√
Local Plans Submitted to State	All plans received by State agency	9/30/99	10/30/99	3/01/00	LWIB		√
Review Local Plans	All local plans reviewed/ returned for clarifications/ subsequently approved	10/30/99	1/30/00	6/01/00	State Staff		√
Develop State Plan (with Local Plan Components)	First Draft of State Plan written	4/1/99	12/1/99	3/01/00	State Staff		√
Present Draft to MTEC and Provide for Public Comment	Draft presented/ comments received/ changes completed	4/1/99	1/30/00	3/01/00	State Staff		√
MTEC Approve Plan	Plan approved	12/1/99	1/30/00	3/30/00	MTEC		√
Submit Plan to U.S.DOL	Plan submitted	---	1/30/00	3/30/00	Governor		√

			Performance Goals Out-Years		
WIA Requirement at Section 136(b)	Corresponding Performance Indicator(s)	Previous Year Performance	1	2	3
ADULTS					
Entry into Unsubsidized Employment		65%	68%	71%	75%
6-Months Retention in Unsubsidized Employment		80%	80%	82%	84%
6-Months Earnings received in Unsubsidized Employment		\$3,041	\$3,194	\$3,346	\$3,498
Attainment of Educational or Occupational Skills Credential		7%	45%	50%	60%
DISLOCATED WORKERS					
Entry into Unsubsidized Employment		72%	73%	76%	79%
6-Months Retention in Unsubsidized Employment		89%	89%	90%	91%
6-Months Earnings received in Unsubsidized Employment		94%	94%	95%	96%
Attainment of Educational or Occupational Skills Credential		4%	45%	50%	60%
YOUTH AGED 19-21					
Entry into Unsubsidized Employment		51%	56%	60%	63%
6-Months Retention in Unsubsidized Employment		78%	80%	81%	82%
6-Months Earnings received in Unsubsidized Employment		\$3,697	\$3,750	\$3,800	\$3,850
Attainment of Educational or Occupational Skills Credential		46%	49%	55%	60%
YOUTH 14-18					
Attainment of Basic, Work Readiness and/or Occupational Skills		86%	87%	89%	90%
Attainment of Secondary School Diplomas/Equivalents		22%	50%	52%	55%
Placement and Retention in Post-Secondary Education/ Training, or Placement in Military, Employment, Apprenticeships		60%	61%	63%	65%
PARTICIPANT CUSTOMER SATISFACTION			68%	69%	70%
EMPLOYER CUSTOMER SATISFACTION			66%	67%	68%
ADDITIONAL STATE-ESTABLISHED MEASURES	N/A	N/A	N/A	N/A	N/A

Table 1						
Employment by Major Occupational Groups						
	Employment		Change			
Occupational	1996	2006	1996-2006		Annual Average Openings	
Title	Estimated	Projected	Number	Percent	Growth	Replacements
Total, All Occupations	2,753,030	3,145,360	392,330	14.3	39,360	63,650
Exec, Admin, Managerial Occs	194,000	230,440	36,440	18.8	3,640	4,100
Professional Specialty Occs	555,320	680,390	125,070	22.5	12,590	10,920
Marketing/Sales Occupations	327,730	369,900	42,170	12.9	4,240	8,830
Admin Support/Clerical Occs	463,810	495,900	32,090	6.9	3,180	8,880
Service Occupations	467,100	550,140	83,040	17.8	8,340	14,380
Agricultural Services Occs	21,810	26,750	4,940	22.7	480	560
Prec Prod, Craft & Repair Occs	301,490	327,640	26,150	8.7	2,610	6,630
Operators, Fabricators & Laborers	421,770	464,200	42,430	10.1	4,280	9,350

Employment by Education and Training Categories

Education and Training Categories	Employment				Change 1996-2006		Annual Average Job Openings	
	Number		Percent Distribution					
	1996	2006	1996.0	2006.0	Number	Percent	Number	Pct Distr
All Occupations	2,753,030	3,145,360	100.0	100.0	392,330	14.3	103,010	100.0
First Professional Degree	40,210	45,800	1.5	1.5	5,590	13.9	1,250	1.2
Doctoral Degree	22,580	28,540	0.8	0.9	5,960	26.4	1,230	1.2
Master's Degree	27,550	34,720	1.0	1.1	7,170	26.0	1,200	1.2
Bachelor's or Higher Degree plus Work Experience	168,600	198,230	6.1	6.3	29,630	17.6	6,540	6.3
Bachelor's Degree	308,640	384,110	11.2	12.2	75,470	24.5	14,010	13.6
Associate's Degree	92,070	110,070	3.3	3.5	18,000	19.6	3,300	3.2
Vocational Education	208,280	222,960	7.6	7.1	14,680	7.0	5,830	5.7
Work Experience in a Related Occupation	232,040	263,580	8.4	8.4	31,540	13.6	7,860	7.6
Long-term On-the-job Training	198,580	220,800	7.2	7.0	22,220	11.2	6,530	6.3
Moderate-term On-the-job Training	361,930	388,840	13.1	12.4	26,910	7.4	10,260	10.0
Short-term On-the-job Training	1,092,550	1,247,710	39.7	39.7	155,160	14.2	45,000	43.7

Table 3								
Demand Occupations								
		Employment		Change		Average	Average	
	Occupational	1996	2006	1996-2006		Annual	Hourly	
Code	Title	Estimated	Projected	Number	Percent	Openings	Wage	
Jobs Requiring a Bachelor's Degree or Higher								
9005	General Managers & Top Executives	67,170	76,690	9,520	14.2	2,380	\$27.37	
1308	Teachers, Secondary School	32,500	43,090	10,590	32.6	2,030	\$18.48	!
1305	Teachers, Elementary	29,850	35,540	5,680	19.0	1,140	\$17.84	
5102	Systems Analysts	8,660	15,420	6,760	78.1	740	\$25.93	!
1114	Accountants & Auditors	20,460	22,950	2,490	12.2	670	\$18.10	
1311	Teachers, Special Education	6,580	11,360	4,780	72.6	570	\$18.72	!
3002	Financial Managers	13,840	16,390	2,550	18.4	520	\$24.78	
5105	Computer Programmers	10,600	12,370	1,770	16.7	510	\$22.76	
1302	Teachers, Preschool/Kindergarten	10,190	13,010	2,820	27.7	470	N/A *	
8108	Lawyers	11,980	14,640	2,650	22.1	440	\$30.19	
3011	Market/Adver/Public Relations Mgrs	8,630	11,020	2,390	27.7	400	\$25.08	!
3017	Engr, Math, Computer Mgrs	6,600	9,180	2,580	39.1	400	\$34.07	!
5005	Education Administrators	8,300	10,000	1,710	20.6	390	\$25.51	
7305	Social Workers, Exc Med, Psych	7,680	10,090	2,410	31.4	360	\$11.38	!
7502	Clergy	12,040	13,200	1,170	9.7	350	\$15.71	
7302	Social Workers, Med & Psych	5,640	8,070	2,430	43.1	330	\$14.98	!
3014	Securities/Financial, Sales	5,830	8,610	2,780	47.7	330	\$21.16	!
1511	Personnel/Train/Labor Specs	6,680	7,710	1,020	15.3	290	\$17.37	
2102	Physicians	10,660	11,930	1,260	11.8	280	\$51.67	
1108	Loan Officers & Counselors	4,340	6,120	1,790	41.2	260	\$18.81	!
4035	Artists/Commercial Artists	5,270	6,650	1,380	26.2	250	\$15.60	!
2126	Electrical & Electronic Engineers	4,220	5,530	1,310	31.0	240	\$24.19	!
1202	Life Sciences Teachers	4,380	5,550	1,170	26.7	240	\$24.67	!
5008	Medicine & Health Service Mgrs	5,310	6,420	1,110	20.9	220	\$22.98	
4038	Designers, Exc Interior	5,350	6,620	1,260	23.6	220	\$13.05	
Jobs Requiring an Associate's Degree or Vocational Education								
2502	Registered Nurses	44,080	50,460	6,390	14.5	1,250	\$17.84	
5108	Secretaries, Exc Legal or Medical	58,090	55,880	-2,210	-3.8	1,010	\$10.34	
2505	Licensed Practical Nurses	16,420	18,460	2,040	12.4	550	\$11.44	
5302	Automotive Mechanics	15,360	16,790	1,440	9.4	550	\$12.87	
2508	Emergency Medical Technicians	6,220	9,480	3,260	52.4	450	\$10.35	
8005	Hairdressers & Hairstylists	12,330	12,830	500	4.1	380	\$7.71	
1521	Teacher Aides, Paraprofessional	5,260	8,070	2,810	53.4	350	\$7.00	
5902	Heat, A/C, Refrig Mechanics	7,670	9,310	1,630	21.3	340	\$13.95	
3914	Welders & Cutters	6,450	7,220	760	11.8	240	\$12.02	
5305	Automotive Body Repairers	7,530	8,350	820	10.9	310	\$15.43	
7311	Recreation Workers	3,140	3,980	850	27.1	220	\$7.79	
5110	Industrial Machinery Mechanics	6,580	7,380	800	12.2	220	\$14.85	

Jobs Requiring Work Experience in a Related Occupation								
i1002	First-Line Superv: Sales & Rel Wrkrs	57,820	64,580	6,760	11.7	1,600	\$15.26	
i1002	First-Line Supervisors: Clerical	32,580	38,810	6,240	19.2	1,380	\$14.29	
5026	Food Service & Lodging Managers	19,280	25,670	6,390	33.1	1,050	\$12.51	!
i1314	Teachers & Instructors, VocEd	10,040	13,290	3,240	32.3	420	\$17.50	!
i1008	First Line Superv: Production	14,520	14,650	130	0.9	360	\$17.71	
i1005	First Line Superv: Const, Extrac	8,410	8,950	540	6.4	240	\$18.66	
i1002	First Line Superv: Mech.& Reprs	9,750	10,030	290	3.0	230	\$18.43	
Jobs Requiring Long-term On-the- Job Training								
i5026	Cooks, Restaurant	20,830	24,310	3,490	16.8	850	\$7.45	
i7102	Carpenters	24,990	27,510	2,520	10.1	690	\$16.17	
i5028	Cooks, Institution/Cafeteria	15,790	16,830	1,040	6.6	480	\$7.10	
i3014	Police Patrol Officers	6,360	7,840	1,490	23.4	370	\$13.61	
i7202	Electricians	11,030	12,270	1,240	11.2	360	\$18.99	
i5702	Telephone/Cable TV Installers/Reprs	6,450	8,430	1,980	30.7	330	\$14.37	!
i3008	Fire Fighters	5,050	5,620	570	11.3	260	\$12.94	
i3017	Correction Officers	4,950	6,730	1,770	35.8	250	\$11.22	!
Jobs Requiring Moderate-term On-the-job Training								
i9008	Sales Reps, Exc Retail/Scientific	24,850	27,790	2,940	11.8	880	\$18.69	
i5338	Bookkpng, Accntng, Auditing Clrk+B42s	43,720	41,690	-2,030	-4.6	740	\$10.27	
i2974	Packaging/Filling Machine Opers	10,800	14,000	3,200	29.6	520	\$11.60	!
i9999	Sales & Related Works	9,300	10,630	1,330	14.3	390	\$11.87	
i9005	Sales Reps, Scientific	9,860	11,210	1,350	13.7	370	\$22.21	
i6005	Medical Assistants	4,670	7,080	2,410	51.6	330	\$8.59	
i7402	Painters & Paperhangers	7,990	9,200	1,200	15.0	300	\$14.40	
i9014	Salespersons, Parts	6,870	7,550	690	10.0	280	\$10.97	
i5021	Bakers, Bread & Pastry	5,150	6,650	1,500	29.1	270	\$7.71	
i9026	Telemarketers, Door-To-Door Sales	7,690	8,130	450	5.9	250	\$8.04	
i5307	Typists, Incl Word Processing	13,140	10,650	-2,500	-19.0	220	\$9.19	
i6002	Dental Assistants	4,540	5,620	1,090	24.0	220	\$10.45	
Jobs Requiring Short-term On-the-job Training								
i9011	Salespersons, Retail	85,980	96,870	10,900	12.7	3,820	\$8.63	
i9023	Cashiers	50,180	59,590	9,420	18.8	3,130	\$6.62	
i5008	Waiters & Waitresses	42,100	45,940	3,850	9.1	2,530	\$5.80	
i5347	General Office Clerks	66,510	70,050	3,540	5.3	1,870	\$9.22	
i5017	Counter Attendants, Cafeteria	20,090	22,500	2,420	12.0	1,820	\$6.08	
i5041	Comb Food Prep/Service Workers	24,790	28,150	3,360	13.6	1,600	\$6.00	
i5038	Food Preparation Workers	21,050	24,420	3,370	16.0	1,410	\$6.62	
i6008	Nursing Aides & Orderlies	36,490	45,110	8,620	23.6	1,350	\$7.17	
i7102	Truck Drivers, Heavy	45,520	51,940	6,420	14.1	1,280	\$14.04	
i7005	Janitors & Cleaners	45,030	47,690	2,670	5.9	1,180	\$7.55	
i5132	Maintenance Repairers, Gen Util	26,860	32,190	5,320	19.8	1,080	\$10.79	
i8038	Child Care Workers	20,090	27,830	7,740	38.5	1,000	\$6.71	
i5305	Reception/Information Clerks	20,290	24,810	4,530	22.3	830	\$8.20	
i8902	Hand Packers & Packagers	17,060	19,960	2,900	17.0	750	\$7.30	

i3102	Bank Tellers	11,740	13,950	2,210	18.8	710	\$7.52	
i3047	Guards	15,750	19,290	3,530	22.4	680	\$9.22	
i7105	Truck Drivers, Light	22,490	26,190	3,700	16.5	680	\$9.56	
i5032	Cooks, Fast Food	14,440	17,470	3,030	21.0	650	\$5.81	
i7111	Bus Drivers, School	16,250	20,280	4,030	24.8	620	\$7.76	
i9017	Counter & Rental Clerks	10,000	12,560	2,560	25.6	610	\$6.78	
i6011	Home Health Aides	6,930	12,060	5,130	74.0	610	\$7.00	
i8023	Stock Clerks:Stockroom	19,350	22,310	2,960	15.3	580	\$10.35	
i7002	Maids & Housekeeping Cleaners	21,850	23,270	1,430	6.5	540	\$6.78	
i7117	Driver & Sales Workers	13,020	15,230	2,210	17.0	540	\$9.44	
i3905	Teacher Aides/Education Assts	8,980	13,100	4,120	45.9	530	\$6.66	
i5014	Dining Room/Cafeteria Helpers	10,660	11,960	1,300	12.2	480	\$6.23	
i8035	Personal/Home Care Aides	5,720	9,410	3,690	64.5	470	\$7.36	
i8014	Amusement & Recreation Attends	6,860	10,110	3,250	47.4	450	\$6.73	
i9021	Stock Clerks, Sales Floor	27,050	25,650	-1,400	-5.2	400	\$6.99	
i8028	Shipping/Receiving/Traffic Clerks	17,710	19,020	1,310	7.4	400	\$11.31	
i3123	Adjustment Clerks	8,220	11,310	3,090	37.6	360	\$10.33	
i3508	Bill & Account Collectors	5,370	7,870	2,500	46.6	360	\$10.56	
i7947	Industrial Truck & Tractor Opers	9,460	10,850	1,390	14.7	340	\$10.60	
i5335	Customer Service Reps	4,570	6,910	2,340	51.2	330	\$11.08 !	
i9030	Gardeners & Grndskprs, Exc Farm	7,100	8,730	1,630	23.0	320	N/A **	
i8905	Vehicle Washers/Equip Cleaners	5,850	7,110	1,260	21.5	300	\$7.37	
i5011	Food Servers	2,740	3,330	590	21.5	270	\$6.83	
i7305	Postal Mail Carriers	7,830	8,460	640	8.2	250	\$16.26	
i3938	Meat, Poultry, Fish Cutters	5,110	6,340	1,220	23.9	250	\$7.39	
i5005	Bartenders	5,940	6,070	130	2.2	240	\$6.52	
i5035	Cooks, Short Order	5,120	6,210	1,090	21.3	230	\$6.66	
i9041	Laborers, Landscape/Grndskprs	4,010	5,140	1,130	28.2	220	\$9.60	
	Teachers, Preschool & Kindergarten were broken out into two separate occupations in 1996.							
	1997 Average Hourly wage for Teachers, Preschool was:						\$7.58	
	1997 Average Hourly wage for Teachers, Kindergarten was:						\$17.71	
*	Gardeners & Groundskeepers were aggregated into							
	Laborers, Landscape/Groundskeepers (79041) in 1996							
	1997 Average Hourly wage for Laborers, Landscape Gardeners was:						\$9.60	

Missouri Revised Statutes

Chapter 620

Department of Economic Development

Section 620.523

August 28, 1999

Missouri training and employment council established, purpose-- members, appointment, qualifications-- rules established in bylaws-- terms, expenses.

620.523. 1. There is hereby established the "Missouri Training and Employment Council".

2. The Missouri training and employment council shall study and make recommendations regarding the improvement of the state's job training service delivery network. Such recommendations will consider improved federal and state resource use and expanded coordination of state job training and employment activities with other related activities. Using the results of interdepartmental collaboration at early stages of policy formation, the council shall propose a statewide training and employment policy and a periodically updated plan of services for achieving Missouri's objective of full employment. The council shall serve as a forum for public and private sector representation to encourage cooperative uses of training and employment funding, facilities and staff resources for a more comprehensive and coordinated statewide system.

3. The Missouri training and employment council shall consist of thirty members appointed by the governor with the advice and consent of the senate. The governor shall designate one nongovernmental member to be chairman. The council shall be composed as follows:

(1) Thirty percent of the membership shall be representatives of business, industry and agriculture, including individuals who are representatives of business, industry, and agriculture on private industry councils, job service employer committees or local education advisory committees within the state;

(2) Thirty percent of the membership shall be:

(a) Members of the general assembly and state agencies and organizations. One representative each from the department of economic development, the department of elementary and secondary education, the department of labor and industrial relations and the department of social services shall be appointed;

(b) Representatives of the units or consortia of units of general local government which shall be nominated by the chief elected officials of the units or consortia of units of local government and the representatives of local educational agencies who shall be nominated by local educational agencies. One community college president or chancellor, one representative of the state council on vocational education and one director of an area vocational school shall be appointed to the council. To the extent feasible, such appointees shall have knowledge of or experience with economic development, job training, education or related areas;

(3) Thirty percent of the membership shall be representatives of organized labor and representatives of community-based organizations in the state;

(4) Ten percent of the membership shall be representatives of the general public.

The composition and the roles and responsibilities of the Missouri training and employment council membership may be amended to comply with any succeeding federal or state legislative or regulatory requirements governing training and employment programs, except that the procedure for such change shall be outlined in state rules and regulations and adopted in the bylaws of the council.

4. Each member of the council shall serve for a term of four years and until a successor is duly appointed; except that, of the members first appointed, six members shall serve for a term of four years, eight members shall serve for a term of three years, eight members shall serve for a term of two years and eight members shall serve for a term of one year. Each member shall continue to serve until a successor is duly appointed. The council shall meet at least four times each year at the call of the chairman.

5. The members of the council shall receive no compensation, but shall be reimbursed for all necessary expenses actually incurred in the performance of their official duties.

Governor's Office
Office of Boards and Commissions
Missouri Training and Employment Council

[Board Home](#) || [Board Description](#) || **Board Members** || [Statute 620.523](#) || Board Web Site

Mr. Richard S. Hendin

Ballwin

Slot: "Business, Industry or Agriculture"

Term: 8/30/1999 to 8/28/2003

Mr. Milton J. Bischof, Jr.

Saint Louis

Slot: "Business, Industry or Agriculture"

Term: 8/30/1999 to 8/28/2003

Mr. Fred W. Grayson

Poplar Bluff

Slot: "Business, Industry or Agriculture"

Term: 12/10/1998 to 8/28/2002

Mr. Robert E. Bell

Saint Louis

Slot: "Business, Industry or Agriculture"

Term: 1/16/1997 to 8/28/2000

Mr. Ronald G. Breshears

Knob Noster

Slot: "Business, Industry or Agriculture"

Term: 8/31/1999 to 8/28/2003

Mr. James R. Dickerson

Camdenton

Slot: "Business, Industry or Agriculture"

Term: 1/16/1997 to 8/28/2000

Ms. Verneda F. Robinson

Parkville

Slot: "Business, Industry or Agriculture"

Term: 10/04/1999 to 8/28/2000

Ms. Patricia B. Reid

Liberty

Slot: "Business, Industry or Agriculture"

Term: 7/29/1999 to 8/28/2002

Ms. Patti A Penny

Springfield

Slot: "Business, Industry or Agriculture"

Term: 8/31/1999 to 8/28/2003

Mr. Joseph L. Driskill

Jefferson City

Slot: State and Local Government or Agencies

Term: 10/21/1998 to 8/28/2002

Dr. Kala M. Stroup

Jefferson City

Slot: State and Local Government or Agencies

Term: 1/16/1997 to 8/28/2000

Dale L. Gibson

Washington

Slot: State and Local Government or Agencies

Term: 9/30/1998 to 8/28/2001

Mr. Ronald W. Vessell

Jefferson City
Slot: State and Local Government or
Agencies
Term: 1/20/2000 to 8/28/2002

Ms. Karla M. McLucas

Jefferson City
Slot: State and Local Government or
Agencies
Term: 8/20/1997 to 6/27/1999

Mr. Lanny Ellis

Saint Joseph
Slot: State and Local Government or
Agencies
Term: 9/05/1996 to 8/28/1999

Ms. Frances I. Brothers

Saint Joseph
Slot: Labor and Community 1
Term: 10/09/1997 to 8/28/2000

Mr. Michael E. O'Mara

Florissant
Slot: Labor and Community 3
Term: 10/14/1998 to 8/28/2000

Mr. William L. Treece

Sweet Springs
Slot: Labor and Community 5
Term: 1/21/1997 to 8/28/2000

Ms. Doris J. Jones

Saint Louis
Slot: Labor and Community 7
Term: 2/01/1996 to 8/28/1997

Ms. Yvonne S. Strauther

Saint Louis
Slot: Labor and Community 9
Term: 10/04/1999 to 8/28/2002

Ms. Grace Denise Cross

Jefferson City
Slot: State and Local Government or
Agencies
Term: 7/29/1999 to 8/28/2001

Ms. Virginia F. Mee

Springfield
Slot: State and Local Government or
Agencies
Term: 8/30/1999 to 8/28/2003

Mr. James N. (Jim) Jackson

Warrensburg
Slot: State and Local Government or
Agencies
Term: 10/23/1998 to 8/28/2001

Mr. Herb Johnson

Osage Beach
Slot: Labor and Community 2
Term: 8/30/1999 to 8/28/2003

Ms. Alise G. Martiny-Byrd

Kansas City
Slot: Labor and Community 4
Term: 11/24/1998 to 8/28/2001

Mr. George Eberle, Jr

Saint Louis
Slot: Labor and Community 6
Term: 11/24/1998 to 8/28/2002

Mr. Palmer R. Nichols, II

Jefferson City
Slot: Labor and Community 8
Term: 1/11/2000 to 1/11/2004

Ms. Mary C. Brewster

Saint Louis
Slot: Public Member 1
Term: 7/29/1999 to 8/28/2002

John E. Dial

Mexico

Slot: Public Member

Term: 11/24/1998 to 8/28/2002

Mrs. Edna E. Freeman

Saint Charles

Slot: Public Member 3

Term: 11/04/1993 to 8/28/1997

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CONFLICT OF INTEREST & CONFIDENTIALITY

This policy sets forth conflict-of-interest prohibitions and confidentiality requirements of Department employees and appointees.

This policy consists of ten parts:

- I. Statutory definitions of terms used throughout this policy;
- II. Prohibition on allowing pecuniary interests to influence decision-making;
- III. Limitations on outside transactions with the Department;
- IV. Limitations applicable after leaving the Department;
- V. Prohibited acts by persons with rulemaking authority;
- VI. Prohibited acts by persons in judicial or quasi-judicial positions;
- VII. Prohibition on use of confidential information for financial gain;
- VIII. Prohibition on disclosures of confidential information;
- IX. Avoiding the appearance of impropriety;
- X. Consequences.

I. Definitions of Terms

A. “Adversary proceeding”:

Any proceeding in which a record of the proceedings may be kept and maintained as a public record at the request of either party by a court reporter, notary public or other person authorized to keep such record by law or by any rule or regulation of the agency conducting the hearing; or from which an appeal may be taken directly or indirectly, or any proceeding from the decision of which any party must be granted, on request, a hearing de novo; or any arbitration proceeding; or a proceeding of a personnel review board of a political subdivision; or an investigative proceeding initiated by an official, department, division, or agency which pertains to matters which, depending on the conclusion of the investigation, could lead to a judicial or administrative proceeding being initiated against the party by the official, department, division or agency. (§ 105.450(1), RSMo)

B. “Business with which a person is associated”:

1. Any sole proprietorship owned by himself or herself, the person's spouse or any dependent child in the person's custody;
2. Any partnership or joint venture in which the person or the person's spouse is a partner, other than as a limited partner of a limited partnership, and any corporation or limited partnership in which the person is an officer or director or of which either the person or the person's spouse or dependent child in the person's custody whether singularly or collectively owns in excess of ten percent of the outstanding shares of any class of stock or partnership units; or
3. Any trust in which the person is a trustee or settlor or in which the person or the person's spouse or dependent child whether singularly or collectively is a beneficiary or holder of a reversionary interest of ten percent or more of the corpus of the trust.

(§ 105.450(3), RSMo)

C. “Confidential information”:

All information whether transmitted orally or in writing which is of such a nature that it is not, at that time, a matter of public record or public knowledge. (§ 105.450(5), RSMo)

D. “Dependent child” or “dependent child in the person's custody”:

All children, stepchildren, foster children and wards under the age of eighteen residing in the person's household and who receive in excess of fifty percent of their support from the person. (§ 105.450(7), RSMo)

E. “Public document”:

A state tax return or a document or other record maintained for public inspection without limitation on the right of access to it and a document filed in a juvenile court proceeding. (§ 105.450(9), RSMo)

II. Prohibition on Allowing Pecuniary Interests to Influence Decision-making

No Department employee or appointee shall:

- A. Act or refrain from acting in any capacity in which he or she is lawfully empowered to act as such employee/appointee by reason of any payment, offer to pay, promise to pay, or receipt of anything of actual pecuniary value paid or payable, or received or receivable, to the employee/appointee or any third person, including any gift or campaign contribution, made or received in relationship to or as a condition of the performance of an official act, other than compensation to be paid by the Department; or
- B. Favorably act on any matter that is so specifically designed so as to provide a special monetary benefit to such employee/appointee or his or her spouse or dependent children, including but not limited to increases in retirement benefits, whether received from the state of Missouri or any third party by reason of such act. For the purposes of this subdivision, "special monetary benefit" means being materially affected in a substantially different manner or degree than the manner or degree in which the public in general will be affected or, if the matter affects only a special class of persons, then affected in a substantially different manner or degree than the manner or degree in which such class will be affected. In all such matters such officials must recuse themselves from acting and shall not be relieved by reason of the provisions of section 105.460, except that such official may act on increases in compensation subject to the restrictions of section 13 of article VII of the Missouri Constitution; or
- C. Use his or her decision-making authority for the purpose of obtaining a financial gain which materially enriches the employee/appointee, his or her spouse or dependent children by acting or refraining from acting for the purpose of coercing or extorting from another anything of actual pecuniary value.

(§ 105.452(1), (4)-(5), RSMo)

III. Limitations on Outside Transactions with the Department

No Department employee or appointee serving in an executive or administrative capacity shall:

- A. Perform any service for any agency of the state in which he or she is an employee/appointee or over which he or she has supervisory power for receipt or payment of any compensation, other than of the compensation provided for

the performance of his or her official duties, in excess of five hundred dollars per annum, except on transactions made pursuant to an award on a contract let or sale made after public notice and competitive bidding, provided that the bid or offer is the lowest received;

- B. Sell, rent or lease any property to any agency of the state in which he is an employee/appointee or over which he or she has supervisory power and received consideration therefor in excess of five hundred dollars per year unless the transaction is made pursuant to an award on a contract let or sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received;
- C. Participate in any matter, directly or indirectly, in which he or she attempts to influence any decision of any agency of the state in which he or she is an employee/appointee or over which he or she has supervisory power, when the employee/appointee knows the result of such decision may be the acceptance of the performance of a service or the sale, rental, or lease of any property to that agency for consideration in excess of five hundred dollars value per annum to the employee/appointee, to his or her spouse, to a dependent child in his or her custody or to any business with which the employee/appointee is associated unless the transaction is made pursuant to an award on a contract let or sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received;
- D. Perform any services during the time of employment/appointment for any consideration from any person, firm or corporation, other than the compensation provided for the performance of his or her official duties, by which service he or she attempts to influence a decision of any agency of the state in which he or she is an employee/appointee or over which he or she has supervisory power.

(§ 105.454(1)-(4), RSMo)

IV. Limitations Applicable after Leaving the Department

No Department employee or appointee serving in an executive or administrative capacity shall:

- A. Perform any service for consideration, during one year after termination of his or her employment or appointment with the Department, by which performance the person attempts to influence a decision of any agency of the state in which the person was an employee/appointee or over which he or she had supervisory power, **except that** this provision shall not be construed to prohibit any person from performing such service and receiving compensation

therefor, in any adversary proceeding or in the preparation or filing of any public document or to prohibit an employee of the executive department from being employed by any other department, division or agency of the executive branch of state government.

- B. Perform any service for any consideration for any person, firm or corporation after termination of the person's employment or appointment with the Department in relation to any case, decision, proceeding or application with respect to which the person was directly concerned or in which the person personally participated during the period of his or her employment or appointment.

(§ 105.454(5)-(6), RSMo)

V. Prohibited Acts by Persons with Rulemaking Authority

- A. No member of any agency of the state who is empowered to adopt a rule or regulation, other than rules and regulations governing the internal affairs of the agency, or who is empowered to fix any rate, or who participates in or votes on the adoption of any such rule, regulation, rate or plan shall:
1. Attempt to influence the decision or participate, directly or indirectly, in the decision of the agency in which he is a member when he knows the result of such decision may be the adoption of rates or zoning plans by the agency which may result in a direct financial gain or loss to him, to his spouse or a dependent child in his custody or to any business with which he is associated;
 2. Perform any service, during the time of his employment, for any person, firm or corporation for compensation other than the compensation provided for the performance of his official duties, if by the performance of the service he attempts to influence the decision of the agency of the state or political subdivision in which he is a member;
 3. Perform for one year after termination of his employment any service for compensation for any person, firm or corporation to influence the decision or action of the agency with which he served as a member; provided, however, that he may, after termination of his office or employment, perform such service for consideration in any adversary proceeding or in the preparation or filing of any public document or conference thereon unless he participated directly in that matter or in the

receipt or analysis of that document while he was serving as a member.

- B. No such member or any business with which such member is associated shall knowingly perform any service for, or sell, rent or lease any property to any person, firm or corporation which has participated in any proceeding in which the member adopted, participated in the adoption or voted on the adoption of any rate or zoning plan or the granting or revocation of any license during the preceding year and received therefor in excess of five hundred dollars per annum except on transactions pursuant to an award on contract let or of sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received.

(§ 105.462, RSMo)

VI. Prohibited Acts by Persons in Judicial or Quasi-judicial Positions

- A. No person serving in a judicial or quasi-judicial capacity shall participate in such capacity in any proceeding in which:
1. The person knows that a party is:
 - a. Himself or herself;
 - b. The person's:

•parent	•stepparent
•guardian	•foster parent
•spouse	•former spouse
•child	•stepchild
•foster child	•ward
•grandparent	•great-grandparent
•sister	•brother
•niece	•nephew
•aunt	•uncle
•cousin;	
 - c. Any firm or corporation in which the person has an ownership interest; or
 - d. Any trust in which the person has any legal, equitable or beneficial interest.

2. The person knows the subject matter is such that the person may receive a direct or indirect financial gain from any potential result of the proceeding, except that no provision in this subsection shall be construed to prohibit the person from participating in any proceeding by reason of the fact that the state, or any agency of the state, or any agency of a political subdivision thereof, is a party.

- B. No provision in the section shall be construed to prohibit the person from entering an order disqualifying himself or herself or transferring the matter to another court, body, or person for further proceedings.

(§ 105.464, RSMo)

VII. Prohibition on Use of Confidential Information¹ for Financial Gain

No Department employee or appointee shall:

- A. Use confidential information obtained in the course of or by reason of his or her employment or appointment in any manner with intent to result in financial gain for himself or herself, his or her spouse, dependent child in his or her custody, or any business with which the employee/appointee is associated;
- B. Disclose confidential information obtained in the course of or by reason of his or her employment or appointment in any manner with intent to result in financial gain for himself or herself or for any other person.

(§ 105.452(2)-(3), RSMo)

VIII. Prohibition on Disclosures of Confidential Information

There are statutes specifically stating that certain information is confidential or may be deemed confidential by the Department and/or its Divisions and Boards. These statutes include Sections 610.021, 620.014, 620.1029, 620.010.14(7), 620.111, 361.070 & .080, 369.294, 408.689, 622.400 and 622.617.

Because of these and other statutory provisions requiring or allowing information to be closed to the public, the Department requires you to keep Departmental business confidential. The Department has every new employee sign an oath to keep confidential the affairs of any

¹ For the purposes of this Section, the definition of “confidential information,” is that found in Section I of this policy.

regulated entity of the Department, along with any facts about such entities that you come to know by virtue of your position. Violating this oath can result in termination of your employment.

IX. Avoiding the Appearance of Impropriety

Beyond the conflict of interest provisions set forth by statute which are stated in previous sections of this policy, the Department expects its employees and appointees to avoid the appearance of impropriety. You must avoid using your position for private gain; giving preferential treatment to any person or entity; losing your independence or impartiality in making decisions; or acting in any way which might erode public confidence in the integrity of the Department.

As an employee or appointee of the State of Missouri, you are prohibited from accepting gifts, things of value or of monetary advantage, whether directly or indirectly, from members of the public or private interests which, if accepted would result in a personal benefit to you or have the appearance of improperly influencing the performance of your official duties.

If someone should offer you a gift, you should refuse it graciously and explain why you cannot accept it. Exceptions to this are:

- Inexpensive advertising items bearing the name of a business, such as pens, pencils, paper weights, calendars or telephone book covers.
- Occasional payment by others for a meal or incidental entertainment which you cannot refuse without undue rudeness. However, frequent payment of an employee's or appointee's meal is improper.

X. Consequences

Possible consequences for violation of the conflict of interest and confidentiality laws and/or this policy include the following:

A. Disciplinary Action or Termination of Appointment:

An employee who violates the provisions of this policy is subject to disciplinary action by the Department, up to and including termination of employment.

An appointee in the Department who violates the provisions of this policy may be subject to removal pursuant to law.

B. Criminal Prosecution:

Any person who knowingly violates the provisions of Sections 105.450 through 105.498, RSMo, is guilty of a class B misdemeanor for the first such offense, and guilty of a class D felony for any second or subsequent offense.

C. Judicial Enforcement:

The Ethics Commission may seek an order for a person to cease and desist any unlawful activity, pay any applicable penalties, and to file any reports or other documents required by law.

D. Report to Supervising Authority:

The Commission may report the violation to the person's supervising authority.

Appointment Requirements and Certification Process Guidelines for Selecting Local Workforce Investment Board Members

Chief local elected officials in each workforce investment area will appoint the Local Workforce Investment Board. The following information describes the process that chief local elected officials must follow for the selection and appointment of local workforce investment board members.

Local workforce investment board members must be individuals who are leaders in developing local policy. These members should possess qualities of hands-on, results oriented leadership, a willingness to question and improve process while thinking globally. The new Workforce Investment Board members must be committed to the new opportunities possible in the Workforce Investment Act and vigilant in the commitment that this will not be business as usual.

No core or intensive services should be provided by local workforce investment boards, their staff or administrative designees, nor shall they be designated or certified as a one-stop operator after June 30, 2000. Chief local elected officials, may request that the Missouri Training and Employment Council recommend grant exemption to the Governor from this service prohibition, if it can be shown there are no feasible alternatives. The intent of the Workforce Investment Act was to charge the Local Workforce Investment Boards with responsibility of making policy and not the delivery of service.

The Local Workforce Investment Board must include two or more members representing the following categories.

Local Area Business Representatives

Representatives of businesses and industries with employment opportunities that reflect local labor market needs, including individuals who are business owners, chief executives, operating officers or other executives with optimum decision making authority.

Business representatives must constitute a majority of the Local Workforce Investment Board membership. A business representative will be elected to act as the chairperson of the Local Board. Business representatives are to be appointed from among individuals nominated by local business organizations and business trade associations.

Education Agencies

Representatives of local educational agencies, school boards, entities providing adult education and literacy activities and postsecondary educational institutions including representatives of community colleges, shall be selected from among individuals nominated by their peers.

Representatives of educational entities will be selected from individuals nominated by regional or local educational agencies, institutions or organizations. These individuals must have optimum decision making authority.

Organized Labor

Representatives of labor organizations (for a local area in which employees are represented by labor organizations), shall be nominated by local labor federations or (for a local area in which no employees are represented by such organizations) other representatives of employees. These individuals must have optimum decision making authority.

Community-Based Organizations

Representatives of community based organizations including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present. These individuals must have optimum decision making authority.

Economic Development Agencies

Representatives of economic development agencies including private sector economic development agencies. These individuals must have optimum decision making authority.

The Local Workforce Investment Board must include at least one member representing each of the following groups.

Others

- Representatives of each of the One-Stop Career Center Partners.
- Other individuals or representatives of entities the Chief Local Elected Official determines to be appropriate.

Local workforce investment board members that represent other organizations, agencies or entities shall be individuals with optimum decision making authority. Other than individuals representing business, an individual may represent more than one entity. For example, a representative of a community-based organization that is a one-stop career center partner representative, represents two separate groups.

In order to maintain the partnership between the Workforce Investment Board and Chief Local Elected Officials, Chief Local Elected Officials may not serve on the local boards if they are parties to the Chief Local Elected Official agreement.

When appointing members to the Local Workforce Investment Board, consideration will be given to the racial, ethnic and cultural diversity of the labor markets within the Local Workforce Investment Area. It is recommended that this be done by considering the racial, ethnic and cultural composition of potential customers (the general population) in the Workforce Investment Area and value of appointing local workforce investment board members representing the population composition where such diversity is widely acknowledged to exist.

Local workforce investment board members must be appointed and operational in every local area by April 1, 2000. The Private Industry Council for the local area will perform the responsibilities of a local workforce investment board until the Local Board is appointed and certified.

The Division of Workforce Development should receive the initial *Request for Local Workforce Investment Board Certification and Membership List* as soon as possible following the appointment of the initial membership of the Local Board. If the Division has not notified the Chief Local Elected Official of the certification or denial of certification of the Local Board within 30 days of the date of the initial submission of the *Request for Local Workforce Investment Board Certification and Membership List*, the Chief Local Elected Official should consider the certification approved and the Local Workforce Investment Board may begin conducting business.

Conflict of Interest

A member of a local workforce investment board may not vote on a matter under consideration by the Local Workforce Investment Board regarding provision of services by such member, by an entity that such member represents, (or by which the member is employed) or that would provide direct financial benefit to such member or the immediate family of such member. In addition, a local workforce investment board member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

A business sector representative may not be an employee of a public sector organization represented on the Local Workforce Investment Board, including state and local governmental agencies.

These provisions should not be construed to prohibit local workforce investment board members from training or employing Workforce Investment Act participants.

Certification by the Governor

After selecting local workforce investment board members from the nominees submitted, the Chief Local Elected Officials must submit the membership information in the form of the *Request for Local Workforce Investment Board Certification and Membership List* to the Division of Workforce Development for certification of the Local Workforce Investment Board by the Governor.

The Division of Workforce Development, acting for the Governor, will review the *Request for Local Workforce Investment Board Certification and Membership List* and forward those requests meeting the requirements of the Act, this issuance and other applicable state and federal regulations, to the Governor. After certification by the Governor, the Division will provide the Chief Local Elected Officials and the Local Workforce Investment Board chair written notification of the Governor's certification of the Local Workforce Investment Board.

Whenever the Local Workforce Investment Board membership falls below 51% business representatives, or when more than one non-business category (other than One-Stop partners) has lost both members, or when any vacancy is for more than 120 days, the Local Workforce Investment Board will be considered to be out of compliance with the Act. When this occurs, the Division reserves the right to withhold recognition of local board actions until the Local Board meets the membership requirements stipulated in the Act.

Chair Requirements

The Local Workforce Investment Board chair must be selected from among the members of the Local Workforce Investment Board who represent business. Any other officer who may assume the responsibilities of the Chair must be selected from among the members of the Local Board who represent business.

The vice-chair must fill the office of chair within 120 days of a vacancy.

Term Expiration

The certification of the Local Workforce Investment Board will expire June 30, 2002, and the last day of June every two years thereafter. A new *Request for Local Workforce Investment Board Certification and Membership List* must be submitted to Division of Workforce Development by April 1, 2002, and on the first day of April every two years thereafter.

Notification of Member Changes

Whenever a change in the voting membership of the Local Workforce Investment Board occurs, the Division of Workforce Development must be notified in writing within five working days of the effective date of new members' appointment. The notification must be from the Chief Local Elected Official or by someone designated in the Chief Local Elected Official Agreement to notify the Division. The *Local Workforce Investment Board Composition Change* form accompanied by letters of nomination and appointment may be used to satisfy the requirement of written notification to the Division. The Division will review the certification in light of the new membership to ensure it is still in compliance with Section 117 of the Act.

WIA ALLOCATIONS FOR PY 2000

*based on Federal Register, 2/17/2000, DOL Notice

	Adult	Youth	Dislocated Wkr	Total
Northwest Region	\$ 520,617	\$ 497,723	\$ 434,053	\$ 1,452,393
Northeast Region	198,442	172,655	392,670	763,767
Kansas City & Vicinity	1,928,385	1,973,031	1,182,609	5,084,025
West Central Region	335,016	331,021	496,586	1,162,623
St. Louis City	2,791,023	2,922,039	1,392,279	7,105,341
Southwest Region	211,282	207,186	448,766	867,234
Ozark Region	827,618	872,801	658,436	2,358,855
Central Region	1,009,718	1,000,209	803,733	2,813,660
South Central Region	773,922	751,347	526,932	2,052,201
Southeast Region	1,306,213	1,334,802	788,100	3,429,115
East Jackson Co. KC	120,232	140,506	291,514	552,252
St. Louis County	1,466,133	1,506,267	1,269,052	4,241,452
St. Charles County	59,533	71,444	256,569	387,546
Jefferson/Franklin Consortium	124,902	126,217	254,730	505,849
	\$ 11,673,036	\$ 11,907,248	\$ 9,196,029	\$ 32,776,313
				\$ 32,776,313

as of March 1, 2000

Attachment 12

DISLOCATED WORKERS ALLOCATION

Northwest Region	\$	287,836
Northeast Region		259,328
Kansas City & Vicinity		1,350,897
West Central Region		363,243
St. Louis City		1,673,677
Southwest Region		357,726
Ozark Region		646,481
Central Region		682,345
South Central Region		463,480
Southeast Region		710,853
East Jackson Co. KC		332,896
St. Louis County		1,511,827
St. Charles County		286,916
Jefferson/Franklin Consortium		268,524
*Total	\$	9,196,029

*based on Federal Register, 2/17/2000, DOL Notice

*as of March 1, 2000

Attachment 12

ADULT ALLOCATION

Northwest Region	\$	520,617
Northeast Region		198,442
Kansas City & Vicinity		1,928,385
West Central Region		335,016
St. Louis City		2,791,023
Southwest Region		211,282
Ozark Region		827,618
Central Region		1,009,718
South Central Region		773,922
Southeast Region		1,306,213
East Jackson Co. KC		120,232
St. Louis County		1,466,133
St. Charles County		59,533
Jefferson/Franklin Consortium		124,902
*Total	\$	11,673,036

*based on Federal Register, 2/17/2000, DOL Notice

*as of March 1, 2000

Attachment 12

YOUTH ALLOCATION

Northwest Region	\$	497,723
Northeast Region		172,655
Kansas City & Vicinity		1,973,031
West Central Region		331,021
St. Louis City		2,922,039
Southwest Region		207,186
Ozark Region		872,801
Central Region		1,000,209
South Central Region		751,347
Southeast Region		1,334,802
East Jackson Co. KC		140,506
St. Louis County		1,506,267
St. Charles County		71,444
Jefferson/Franklin Consortium		126,217
*Total	\$	11,907,248

*based on Federal Register, 2/17/2000, DOL Notice

*as of March 1, 2000

Missouri Division of Workforce Development

One-Stop Career Center System

One-Stop Operator Designation/Certification Guide:
A Framework for High Quality Service and Continuous Improvement

One-Stop Operator Designation/Certification Guide

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A: Introduction

Missouri's vision is to improve the state's workforce and strengthen it's economy by developing one-stop career centers that offer labor market information, provides access to career training and job placement services, and serves as the connection between employers and qualified workers. Missouri is committed to the development, systematic review, and improvement of the workforce investment system to one that is customer focused, anticipates and plans for future needs of customers, anticipates and plans for future business directions, and delivers improved results.

As each area implements one-stop career centers, the Local Workforce Investment Boards (LWIB) will develop a memoranda of understanding (MOU) with the agencies which are participating in the operation of or providing services through a local one-stop career center. The primary purpose of the guide is to assist local officials in the designation/certification of One-Stop Operators that are capable of meeting or exceeding quality standards established by the Missouri Training and Employment Council (MTEC) and Local Workforce Investment Boards. In essence, granting certification will endorse the ability and readiness of an operator to deliver high quality services to its customers.

Missouri's guide for designation and certification places the primary authority and responsibility for setting performance measures and standards with the Local Workforce Investment Board. To ensure consistency of quality across the One-Stop Delivery System, MTEC, has established a statewide vision and measurement architecture and is encouraging Local Workforce Investment Boards to use this framework for innovation in the design of the One-Stop delivery system.

The MTEC is offering, as an example for One-Stop Operator Certification, one of the most compelling private sector frameworks, the Malcolm Baldrige National Quality Award Criteria. The Baldrige Award Criteria are designed to help organizations enhance their competitiveness through focus on dual, results-orientated goals:

- ❑ delivery of ever-improving value to customers, resulting in marketplace success; and
- ❑ improvement of overall organizational performance and capabilities

B: Establishing the One-Stop Delivery System

The Workforce Investment Act (WIA) has expanded the mandatory partners and programs. WIA identifies a three tiered approach for serving job and training seeker customers, which uses a unified employer outreach and services approach to identify employer hiring and training needs and to fulfill those needs. To address areas of improvement in the current certification process identified by the Local Workforce Investment Boards and partners, and to address the new requirements under the WIA, the following One-Stop Operator Designation/Certification Guide has been developed.

I. Partnering for One-Stop Operator Designation / Certification

Missouri will continue to encourage the presence, participation, and provision of services from the initial federal and state mandated partner agencies through a One-Stop delivery system. These federally mandated partners and partners identified in the state MOU include the following:

- ✓ ***Department of Economic Development – Division of Workforce Development***
Workforce Investment Act Title I, Wagner-Peyser, DVOP/LVER, TAA/NAFTA, WtW, CDBG, HUD, Community Development, Migrant and Seasonal Farm Workers, INA, Job Corps, Youth Opportunity Grants, National Community Service Trust Act, WOTC/WtW Employer Incentives
- ✓ ***Department of Elementary and Secondary Education***
WIA Title II, Adult Education and Literacy Act, Carl D. Perkins Vocational and Applied Technology Education Act, Vocational-Rehabilitation Services, National Community Service Trust Act.
- ✓ ***Department of Social Services – Division of Aging, Division of Family Services, Division of Child Support Enforcement***
TANF, Title V of Older American Act, Rehabilitation Services for the Blind, Community Services Block Grant
- ✓ ***Department of Labor and Industrial Relations – Division of Employment Security***
Unemployment Insurance
- ✓ ***Coordinating Board for Higher Education***
Post Secondary Education, State & Federal Financial Aid Programs, Title IV of the Higher Education Act, Proprietary School Certification

II. One-Stop Center System Labels

To allow customers to understand what they may expect at different points in the One-Stop Center System, Missouri will use the following labels and definitions.

One-Stop Partner – is an agency/organization that participates in the delivery of products and services through the workforce investment system.

One-Stop Center – is a center (a single facility) which provides fulltime access to core, intensive, and training services on site, and has, at a minimum, the programs and services of the federal and state mandated partner agencies.

-- The Local Workforce Investment Boards will determine which of their existing centers will meet the definition of a one-stop career center under the Workforce Investment Act

One-Stop Affiliate (Satellite) Site(s) – is a center (a single facility) that provides less than fulltime access to core and intensive services, provides information, and has less than the federal and state mandated partners.

-- The above option would apply to those existing and future centers that may not meet the complete requirements to be one-stop career centers under the Workforce Investment Act

III. Designation of a One-Stop Center Operator

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for the Workforce Investment Act as published in the Federal Register One-Stop Operators "are responsible for administering one-stop career centers." It is important to distinguish the role of a One-Stop Operator with that of the Local Workforce Investment Board, which has responsibility for making decisions about the local One-Stop service delivery system.

As background, the excerpts from the WIA Regulations and MTEC policies are furnished to provide guidance to the designation/certification of the One-Stop Operator.

"Sec. 662.400 Who is the One-Stop operator?"

(a) The One-Stop operator is the entity that performs the role described in paragraph (c) of this section. The types of entities that may be selected as the One-Stop operator include:

- (1) A post-secondary educational institution;
- (2) An Employment Service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- (3) A private, nonprofit organization (including a community-based organization);
- (4) A private for-profit entity;
- (5) A government agency; and
- (6) Another interested organization or entity.

(b) One-Stop operators may be a single entity or a consortium of entities and may operate one or more one-stop career centers. In addition, there may be more than one One-Stop operator in a local area.

(c) The agreement between the Local Board and the One-Stop operator shall specify the operator's role. That role may range between simply coordinating service providers within the center to being the primary provider of services within the center. (WIA sec. 121(d).)"

"Sec. 662.410 How is the One-Stop operator selected?"

(a) The Local Board, with the agreement of the chief elected official, must designate and certify One-Stop operators in each local area.

(b) The One-Stop operator is designated or certified:

- (1) Through a competitive process, or
- (2) Under an agreement between the Local Board and a consortium of entities, that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d).)"

“Sec. 662.430 Under what conditions may existing One-Stop delivery systems be certified to act as the One-Stop operator?”

Under WIA section 121(e), the Local Board, the chief elected official and the Governor may agree to certify an entity as a One-Stop operator under the following circumstances:

(a) A One-Stop delivery system, consistent with the scope and meaning of the term in WIA section 134(c), existed in the local area prior to August 7, 1998;

(b) The certification is consistent with the requirements of:

(1) WIA section 121(b) and;

(2) The Memorandum(s) of Understanding; and

(c) The certification must be made public, in accordance with the “sunshine provision” in WIA section 117(e). (WIA section 121(e).)”

“Sec. 663.155 How are core services delivered?”

Core services must be provided through the One-Stop delivery system. Core services may be provided directly by the One-Stop operator or through contracts with service providers that are approved by the Local Board.”

Additional entries in Part 663 indicate that intensive services may be provided directly by the One-Stop operator or through contracts with service providers that are approved by the Local Board.

The One-Stop operator(s) also has a role:

- in determining when adults and dislocated workers are in need of intensive services to obtain employment or to obtain or retain employment that leads to self-sufficiency; and
- in need of training services and to have the skills and qualifications to successfully complete the selected training program.

The State Board, MTEC has mandated no core or intensive services will be provided by Local Workforce Investment Boards, their staff or administrative designees, nor shall they be designated or certified as a One-Stop Operator after June 30, 2000.

Local Design of One-Stop Delivery System and the One-Stop Operator(s) Options

It is important that local boards consider all of the options available to them in designating the One-Stop Operator(s) for the system in their area. The following are some guiding principles that will be helpful as those discussions take place.

A. Guiding Principles

- One-Stop Operator(s) should be chosen based on their ability to deliver desired results and to achieve customer satisfaction in alignment with the Local Workforce Investment Board's desired outcomes.
- The goal in Missouri's workforce development system is to achieve MTEC and Local Workforce Investment Board desired and customer-desired results, including customer satisfaction. Collaboration/ integration among agencies in the integrated delivery of products/services to customers continues to be the preferred method to achieve this.
- When choosing One-Stop Operators, the overall needs of the One-Stop delivery system for the area should be considered as well as the needs of specific customer groups and geographic areas. This choice should not be based solely on one center since One-Stop Operators may also have a role with affiliated sites.
- Non-mandated partners should be encouraged to become involved as feasible.

B. Scenarios and Considerations for Choosing the One-Stop Operator(s)

Local Workforce Investment Boards should be aware there are a variety of One-Stop Operator scenarios that could be developed to meet local needs. Varied options could be pursued if there are some large centers and some small centers, or a number of similar-sized centers, or a large geographic area.

I. Scenarios

- a. A single agency One-Stop Operator scenario could involve:
 - A separate One-Stop Operator for each One-Stop Center in the area, or
 - A single One-Stop Operator for the entire area, or
 - A single One-Stop Operator for a few centers and separate One-Stop Operator for other centers.
- b. Under a One-Stop Operator Consortium, there could be:
 - Multiple agencies that bring different areas of expertise, and
 - A different consortia for each One-Stop Center, or
 - One consortia for the entire area.

II. Considerations for Designating the One-Stop Operator(s)

- a. Single entity One-Stop Operator:
 - The single agency One-Stop Operator may be one of the WIA mandated partners.
 - The designated One-Stop Operator(s), if they are going to provide WIA Title I services, should be located at the One-Stop Center.
 - The current One-Stop Center managers could be designated as the One-Stop Operator, or the One-Stop Operator could be a part of a management team.
 - The One-Stop Operator could be from the private sector and then subcontract for service delivery.
- b. One-Stop Operator Consortia
 - A One-Stop Operator consortium could hire a private company for specific services.
 - A group of partner agencies could be a One-Stop Operator consortium with a designated fiscal agent; similar to the system used by the local inter-agency teams to operate under the One-Stop grant.
 - The entire existing local inter-agency team could be a One-Stop Operator consortium.

C. Role Options of the One-Stop Operator and Related Issues

The local board determines the role of the One-Stop Operator in implementing the Local Workforce Investment Board's vision for universal and core services, leading to achievement of results. This role could differ among the One-Stop operator(s) that may be chosen in an area.

1. The least comprehensive role of a One-Stop Operator could be serving as the "administrator of services", but contracting for the actual service provision. Refer to the list on page 4 for an example of the types of entities that may be selected as the One-Stop operator.
2. Except for the Local Workforce Investment Board and their staff, the One-Stop Operator could serve as the One-Stop delivery system facility coordinator, while at the same time serving as the fiscal or administrative manager, without providing any services directly.
3. The Local Workforce Investment Board should consider the impact, if an area-wide One-Stop Operator does have a coordination role, on existing One-Stop Center managers and One-Stop Center management teams.
4. In determining the role of the One-Stop Operator, the Local Workforce Investment Board should provide guidance on how the One-Stop Operator relates to other agencies.

5. The largest role for the One-Stop Operator would be to serve as both a primary service provider and the coordinator of One-Stop delivery system services by the other WIA mandatory and non-mandatory partners. Refer to the list on page 4 for an example of the types of entities that may be selected as the One-Stop operator.

D. RFP/Contractual Issues and Considerations

1. Under WIA, the Local Workforce Investment Board may conduct a competitive process in designation/certification of the One-Stop Operator. The Local Workforce Investment Board may opt to use an RFP process for some parts of the Workforce Investment Area, but choose a consortia approach in other parts.
2. Authority flows from the Local Workforce Investment Board to the One-Stop Operator by contract or by MOU between the Local Workforce Investment Board and One-Stop Partners.
3. In order to gather information on which direction to go, the Local Workforce Investment Board could do a preliminary research to determine if an RFP process is needed, or if agreeable consortia approaches are possible.
4. The RFP should address, at a minimum:
 - a. The specific services that the One-Stop Operator would be expected to provide and the parameters under which they would operate.
 - b. How the One-Stop Operator would address services to diverse populations.
 - c. How a One-Stop Operator will document the performance effectiveness in a One-Stop Center environment.
 - d. How accountability and the WIA Performance Measures will be handled.
 - e. The specific technology requirements that the One-Stop Operator would need to have.
 - f. Any other expectations that would be included in the Local Plan.

IV. Designation Time-period of a One-Stop Operator

A Local Workforce Investment Board may designate a One-Stop Operator for a period of two years based upon the funding cycle and performance.

V. Effective Date for Designation of a One-Stop Operator

Local Workforce Investment Boards may use this guide in designating a One-Stop operator before July 1, 2000.

VI. Selection and Certification of One-Stop Operator

The Local Workforce Investment Board may certify One-Stop Operator(s) or designate consortium(s) of entities of three or more of the One-Stop partners.

Any entity applying for certification as a designated operator at a minimum should meet all requirements of the Workforce Investment Act. Access to core services identified under the Workforce Investment Act must be made available through a One-Stop Center, and the Local Workforce Investment Board must have a Memorandum of Understanding in place with all center partners.

VII. Termination or De-certification of One-Stop Operator

A Local Workforce Investment Board may terminate or de-certify an operator for any of the following reasons:

- ✓ Failure to meet performance measures
- ✓ Failure to perform a self-assessment
- ✓ Failure to gather customer satisfaction information and to demonstrate a positive response to customer needs, feedback and ratings

Before certification can be terminated, the One-Stop Operator must develop and deploy a corrective action plan. The Local Workforce Investment Board must approve the plan. The Division of Workforce Development can provide technical assistance to the One-Stop Operator.

VIII. Re-Certification of One-Stop Operator

The corrective action plan will build on the initial certification guide, and the One-Stop Operator must demonstrate acceptable levels of performance results. Acceptable performance results will be measured against the certification issued to the operator (containing the Local Workforce Investment Board's performance requirements), the WIA performance measures, customer satisfaction measures, use of self-assessment tools, and continuous improvement efforts.

If a One-Stop Center or Satellite relocates to another facility, the operator may run the center or satellite under its existing certification. For example: a One-Stop Center or Satellite relocates to a new location due to flooding, loss of lease, fire, water, etc. and keeps the same host agency, level of partner commitment and services; the operator retains its existing certification. If a center or satellite relocates from an existing designated operator to a new One-Stop Operator, the new operator must apply to the Local Workforce Investment Board for certification. For example: if the partners to the original certification change, the new operator must apply for certification.

IX. One-Stop Center Continuous Improvement

To ensure improved customer satisfaction results, employee satisfaction, and organizational excellence; the Local Workforce Investment Board should annually conduct an organizational self-assessment of the local workforce delivery system. The Local Workforce Investment Board may choose to select from any of the following options for an assessment.

- ✓ Simply Better!
- ✓ One-Stop Career Center Self-Assessment Guide
- ✓ Locally selected assessment tool and process based on the Baldrige Criteria
- ✓ Missouri Quality Award Criteria
- ✓ The Show Me Challenge Self-Assessment
- ✓ The Baldrige Award Criteria

To support the State's focus on recognition for organizational excellence, each Local Workforce Investment Area is encouraged to submit a Missouri Quality Award Criteria application at least every three years.

See Attachment 1.

X. One-Stop Center Signage

Only sites authorized by Local Workforce Investment Board may utilize the One-Stop LOGO. Appropriate signs are:

- ✓ **One-Stop Partner** – is an agency/organization that participates in the delivery of products and services through the workforce investment system.
- ✓ **One-Stop Center** – is a center (a single facility) which provides fulltime access to core, intensive, and training services on site, and has, at a minimum, the programs and services of the federal and state mandated partner agencies.
- ✓ **One-Stop Affiliate (Satellite) Site** – is a center (a single facility) that provides less than fulltime access to core and intensive services, provides information, and has less than the federal and state mandated partners.

ATTACHMENT 1

Applying the Baldrige Criteria – the Missouri Quality

The 2000 Baldrige Award Criteria includes seven major categories and a total of 19 items within those categories. The seven categories are:

- Category 1 – Leadership
- Category 2 -- Strategic planning
- Category 3 -- Customer and market focus
- Category 4 -- Information and analysis
- Category 5 -- Human resource focus
- Category 6 -- Process management
- Category 7 -- Business results.

Categories 1 – 6 of the Baldrige are evaluated based on the organization's approach and deployment under the criteria. Category 7, Results, is evaluated on the results obtained through the organization's approach and deployment in Categories 1 - 6.

The state has established a set of measures (measurement architecture) and targets consistent with the subcategories in Category 7 – customer focused results, financial and market results, human resource results, supplier and partner results, organizational effectiveness results -- and consistent with the MTEC and WIA visions. Local Workforce Investment Boards are to define specific measurements and targets that are consistent with the broad state measures and which align local priorities with the state measures. The WIA performance measures and the state's measurement architecture represent the state's policy. The Local Workforce Investment Boards have the authority and responsibility to establish locally the measures and targets that will define high performance career centers within the broad state framework.

Leadership:

Leadership at all levels of Missouri's Workforce Investment System will be committed to building customer focus and clearly communicating that focus to all levels of the system. Through development of customer focus, measurement architecture with regular review of results, and the creation of a culture fostering empowerment and innovation, leadership will provide direction for the system and identify opportunities for improvement.

Strategic Planning:

The alignment and deployment of strategic planning at all levels of the system are essential for effective operation and achievement of strong performance. This alignment begins with Missouri's Show Me Results and the WIA performance measures. The LWIB establishes a strategic direction and plan for achieving

improved performance that is aligned with the Show Me Results and includes the integrated delivery of workforce services within the workforce investment area. The plan includes consideration of customer and market need/expectations and focuses on the future direction of the workforce investment system. Local operators will develop specific strategic plans that address the needs of their local areas and that are aligned with the LWIB plan.

Customer and Market Focus:

Missouri's one-stop career centers and Workforce Investment System are based upon a strong customer focus and have two key customer groups: employers and workers (potential and current). The Workforce Investment System and one-stop career centers will have a regular, consistent, and comprehensive system of collecting customer information to determine customer satisfaction, customer dissatisfaction, identification of emerging customer groups, and assessment of the future needs of current and emerging customer groups. Products/services will be designed and/or improved to meet the key requirements of the customer groups. Missouri's one-stop career centers and Workforce Investment System will actively build, maintain, and evaluate customer relationships.

Information & Analysis:

Information and Analysis is the foundation for organizational excellence. The measurement architecture must include measures for all sub-categories of category 7, Results, that align with the organizational approach established through categories 1 – 6. To be effective, this information must be displayed in ways that are easy to understand and appropriate for each level of the organization so that the information may be used to make day to day management decisions. The collection and use of data must be reviewed on a regular basis to determine if the current data is sufficient and appropriate to allow the organization to make decisions based on fact.

Human Resource Focus:

A Human Resource Focus allows employees to develop and use their full potential in alignment with the organization's desired results. The organization focuses effort on building and maintaining a work environment and employee support climate conducive to performance excellence, employee involvement and empowerment, and individual and organizational growth. The Human Resource Plan is aligned with and supports the strategic plan. Work systems are designed to promote cooperation and collaboration, individual initiative, innovation, and flexibility. The performance management system supports the achievement of results. The entire Human Resource function from recruitment of new employees through employee skill development, through employee retention and assessment of employee satisfaction is focused on giving employees the skills, information, and level of empowerment needed to effectively perform their jobs to achieve improved performance in customer-focused results and organizational effectiveness results.

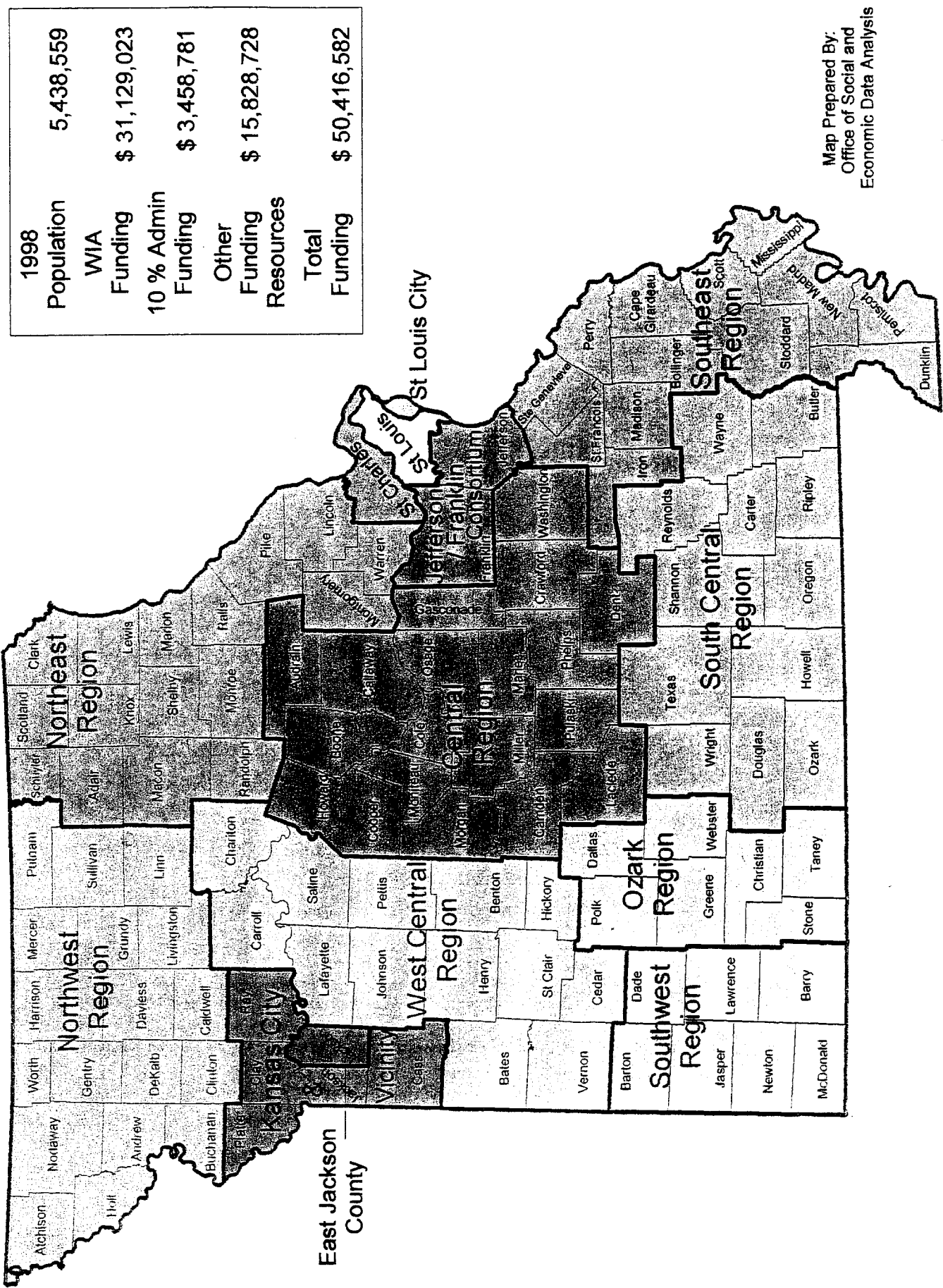
Process Management:

LWIB and one-stop career centers will identify their key products/services, design processes, production/delivery processes, support processes, and supplier and partnering process. Processes will be designed/improved to meet key customer requirements, including consideration of customer requirements in cycle time, cost control, productivity, timeliness of introduction of new products/services, and effectiveness in achieving the customer-desired result. If sub-contractors (suppliers and partners) are used by the LWIB or One-Stop Center, the LWIB or One-Stop Center will have in place a process that provides for establishment of performance requirements, review of the sub-contractor performance, assistance and incentives to improve sub-contractor performance, and a method of regular review and improvement of the supplier and/or partner relationship.

Performance Results:

Without a systematic and well-deployed approach in leadership, strategic planning, customer and market focus, information and analysis, human resource focus, and process management, an organization will not achieve excellence. Data is collected and analyzed for the purpose of using the data to make decisions leading to improved performance. It is also used to review performance in comparison to the “best” performers who are similar to the organization. Leading Local Workforce Investment Boards and one-stop career centers measure results in the areas of customer focused results, financial and market results, human resource results, supplier and partner results, and organizational effectiveness results. Leading Local Workforce Investment Boards and one-stop career centers will work toward establishing strong trends of improved performance in these areas and review their performance in comparison to the “best” performing organizations. Customers of one-stop career centers enter with a wide array of needs.

Local Workforce Investment Areas



Map Prepared By:
Office of Social and
Economic Data Analysis

***Procedures for Designation
of
Workforce Investment Areas***

The Workforce Investment Act of 1998 (WIA) was signed into law on August 7, 1998 and will replace the Job Training Partnership Act (JTPA) on July 1, 2000. The Act gives three partners responsibilities in the process of designating local workforce investment areas. The Presiding Commissioners and Mayors who are the local chief elected officials of our counties and major cities are charged by Section 116. of WIA with the responsibility of requesting the Governor's designation of local areas. Section 111.(d)(4) and Section 116.(a)(1)(A) of WIA gives the Missouri Training and Employment Council (MTEC) the responsibility of assisting the Governor in, and consulting with the Governor on, the designation of local areas. Procedurally, the third partner is the Governor, who must make the final decisions on the designation of local workforce investment areas.

WIA also requires that in geographic areas, where more than one unit of general local government combine to form a workforce investment area, that the chief elected official of each of these units of general local government execute an agreement specifying the respective roles of the individual chief elected officials in the appointment of the members of the local board and in carrying out any other statutory responsibilities assigned to them. The Workforce Investment Act encourages the devolution of authority and responsibility to the local area. In keeping with this philosophy it is important that the local areas provide information regarding their requests for designation to MTEC.

This packet contains three documents that are designed to assist local chief elected officials in fulfilling their responsibilities under WIA. These documents are:

- Attachment # 1 - An outline for local responses to the criteria which the Governor must consider in making the designation of local areas;
- Attachment # 2 - A application to request designation as a local area under the Workforce Investment Act of 1998; and,
- Attachment # 3 - An outline of the roles of chief elected officials to be included in a Chief Elected Official Agreement. This is included strictly for informational purposes and is not required to be executed or submitted with Attachments 1 and 2. These agreements will be requested at a later date.

Technical assistance or further information is available from the Division of Job Development and Training upon request. Please contact: Lindell Thurman, Manager Field Operations and Services, Division of Job Development and Training, P.O. Box 1087, Jefferson City, Missouri 65102-1087. (573) 751-7895

Attachments 1 and 2 should be received by the Division of Job Development and Training no later than close of business May 14, 1999. They should be mailed or hand delivered to:

J. Michael Pulliam, Director
Division of Job Development and Training
2023 St. Mary's Blvd.
P.O. Box 1087
Jefferson City, Missouri 65102-1087



Example :

Attachment 16

OFFICE OF THE GOVERNOR
STATE OF MISSOURI
JEFFERSON CITY
65101

MEL CARNAHAN
GOVERNOR

STATE CAPITOL
ROOM 216
(573) 751-3222

December 17, 1999

The Honorable Arthur Hughes
Presiding Commissioner
Crawford County Courthouse
P.O. Box AS
Steelville, MO 65565

Dear Commissioner Hughes:

As chief elected officials in Missouri, we must design a new, integrated workforce development system under the federal Workforce Investment Act of 1998 (the Act) by July 1, 2000.

Under the Act, the Governor designates local workforce investment areas. These are the geographic areas within which local workforce planning, program development and implementation will occur. Through this letter and the accompanying material, I am hereby advising you of workforce investment area designations. Attached is a map indicating the fourteen local workforce investment areas for Missouri. These designations are generally consistent with the petitions filed by chief local elected officials with the Missouri Training and Employment Council (MTEC) earlier this year. Your area is receiving a two-year temporary designation.

As a chief local elected official, you will be required to complete a number of tasks to implement the Act. Your first task is to meet with other chief local elected officials within your region and enter into an agreement setting forth the roles of the individual chief local elected officials.

The Act specifies that chief local elected officials are the grant recipients for the funds received in your area. Local elected officials have the authority to appoint a grant subrecipient (or fiscal agent) to administer these funds on your behalf, at your discretion. The agreement must specify an entity to receive and administer these funds.

Another chief local elected official responsibility under the Act is the appointment of the local Workforce Investment Board for your area. The Chief Elected Official Agreement needs to address your respective roles in making such appointments. Once

December 17, 1999

Page Two

the roles have been addressed, the actual appointment of members needs to follow shortly thereafter, but no later than April 1, 2000.

Local workforce investment board members should be leaders with strong interest in building a better workforce investment system in Missouri. Requirements regarding the composition of the board and qualifications of board members are established in the Act. To aid you in making appointments to the local Board, you will find guidelines enclosed setting forth these requirements. It is important to note that all of the members are to hold positions with "optimum policymaking authority" within their business or organization. Additionally, the business representatives must represent businesses and industries that have employment opportunities reflecting the employment opportunities available in the community.

After appointing the Board, the chief local elected officials and the Board must designate an agency to administer the programs within the workforce investment area. This agency may be the same as the local fiscal agent and may be designated through an agreement between the chief local elected officials and the local Board.

Since local plans will be due at the Division of Workforce Development no later than March 1, 2000, current workforce development partners in your area should continue to work on local planning to implement the Act. Once the Board is appointed and local agreements are developed, planning to implement the Act should transition to the newly designated Board and administrative entity.

I greatly appreciate your careful attention to this very important undertaking. Staff of the Division of Workforce Development are available to provide technical assistance to you. Should you have any questions or desire technical assistance, I recommend that you contact Tom Jones, Director of the Division of Workforce Development, at (573) 751-3349 or Lindell Thurman, Manager of the Division's Field Services Section, at (573) 751-7895.

Very truly yours,

Mel Carnahan

MC/lj

enclosure



Mel Carnahan
Governor

PO Box 1087, Jefferson City, Missouri 65102-1087

December 10, 1999

The Honorable Mel Carnahan, Governor
State of Missouri
State Capitol Building, Room 216
Jefferson City, MO 65101

Dear Governor Carnahan:

I am pleased to present you with the Missouri Training and Employment Council's recommendations regarding the designation of workforce investment areas as required by the federal Workforce Investment Act.

As required by the federal act, the Missouri Training and Employment Council (MTEC) prescribed a method whereby local elected officials led by the chief elected official in each county could petition to be included in a designated geographic area for purposes of service delivery. MTEC and its executive committee met numerous times over the past several months to evaluate these local requests for designation. Commissioners and County Executives from all 114 counties and the Mayors of St. Louis and Kansas City responded. The petitioning process provided MTEC with significant insight regarding the five mandatory criteria the Governor must consider in making designations, as well as local perspectives on some of the major issues facing Missouri under the new legislation.

Under the current Job Training Partnership Act, the state is configured, geographically, with 15 Service Delivery Areas (SDA's). With implementation of the Workforce Investment Act of 1998, those SDA's will be replaced with Workforce Investment Areas (WIA's), also geographically configured.

MTEC recommends that the current geographic configuration of 13 of the present 15 Service Delivery Areas (SDA's) be continued as currently drawn. The Council also recommends temporary two-year designations for the units of government that now comprise SDA's 1, 2, 3, 4, 6, 7, 8, 10, 11, 12, 14, 15 and two-year automatic designation for St. Louis County (currently SDA 13). This will allow ample time for new workforce investment boards to demonstrate their capacity to effectively administer the Workforce Investment Act regionally. Our recommendation regarding the geographic area presently comprising SDAs 5 and 9 is the result of various discussions with the local elected officials. MTEC recommends that under the provisions of the Workforce Investment Act, the former SDA 5 and SDA 9 be consolidated into one central Missouri WIA, with a two-year temporary designation.

1998 Population
WIA Funding
10 % Admin Funding
Other Funding
Total Funding Resources

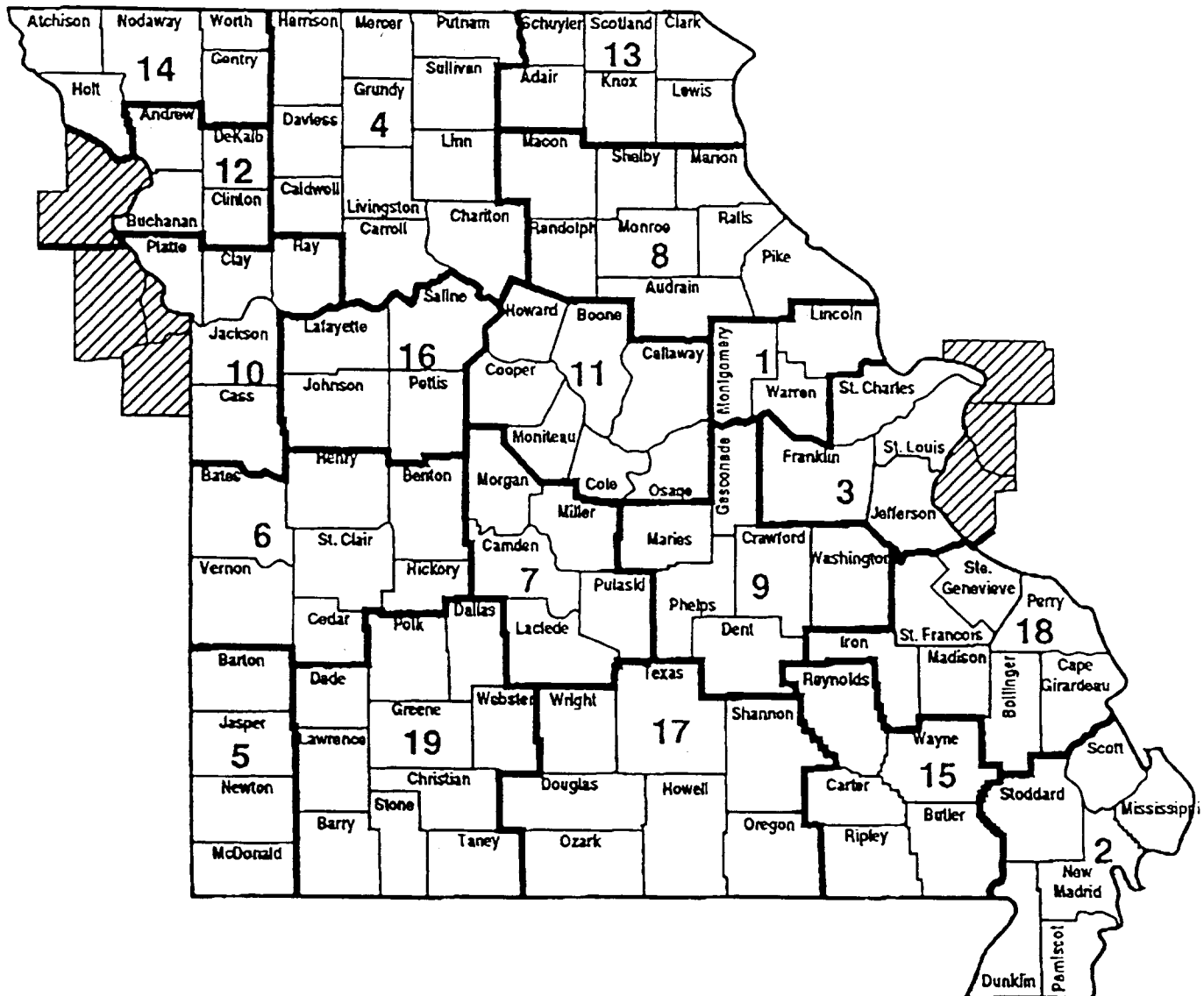
Northwest Region
Northeast Region
West Central Region
South Central Region
Southeast Region
Southwest Region

St. Louis City
St. Joseph
Kansas City
Springfield

Alchison, Nodaway, Worth, Harrison, Mercer, Putnam, Schuyler, Scotland, Clark, Knox, Shelby, Marion, Ralls, Pike, Lincoln, Warren, Montgomery, St. Louis, St. Charles, Jefferson, Franklin, Gonzales, Randolph, Macon, Adair, Sullivan, Linn, Carroll, Saline, Pettis, Johnson, Henry, Benton, Hickory, Polk, Dallas, Texas, Reynolds, Wayne, Butler, Dunklin, Perry, Boone, Carroll, Howard, Madison, St. Francois, Cape Girardeau, Stoddard, New Madrid, Pemiscot, Ripley, Oregon, Howell, Douglas, Wright, Webbster, Christian, Ozark, Taney, Stone, Barry, Lawrence, Jasper, Newton, McDonald, Dade, Barton, Vernon, Bates, Case, Platte, Buchanan, Andrew, Holt, Clay, Kansas City, East Jackson County

Map Prepared By:
Office of Social and
Economic Data Analysis

Missouri Regional Planning Commissions

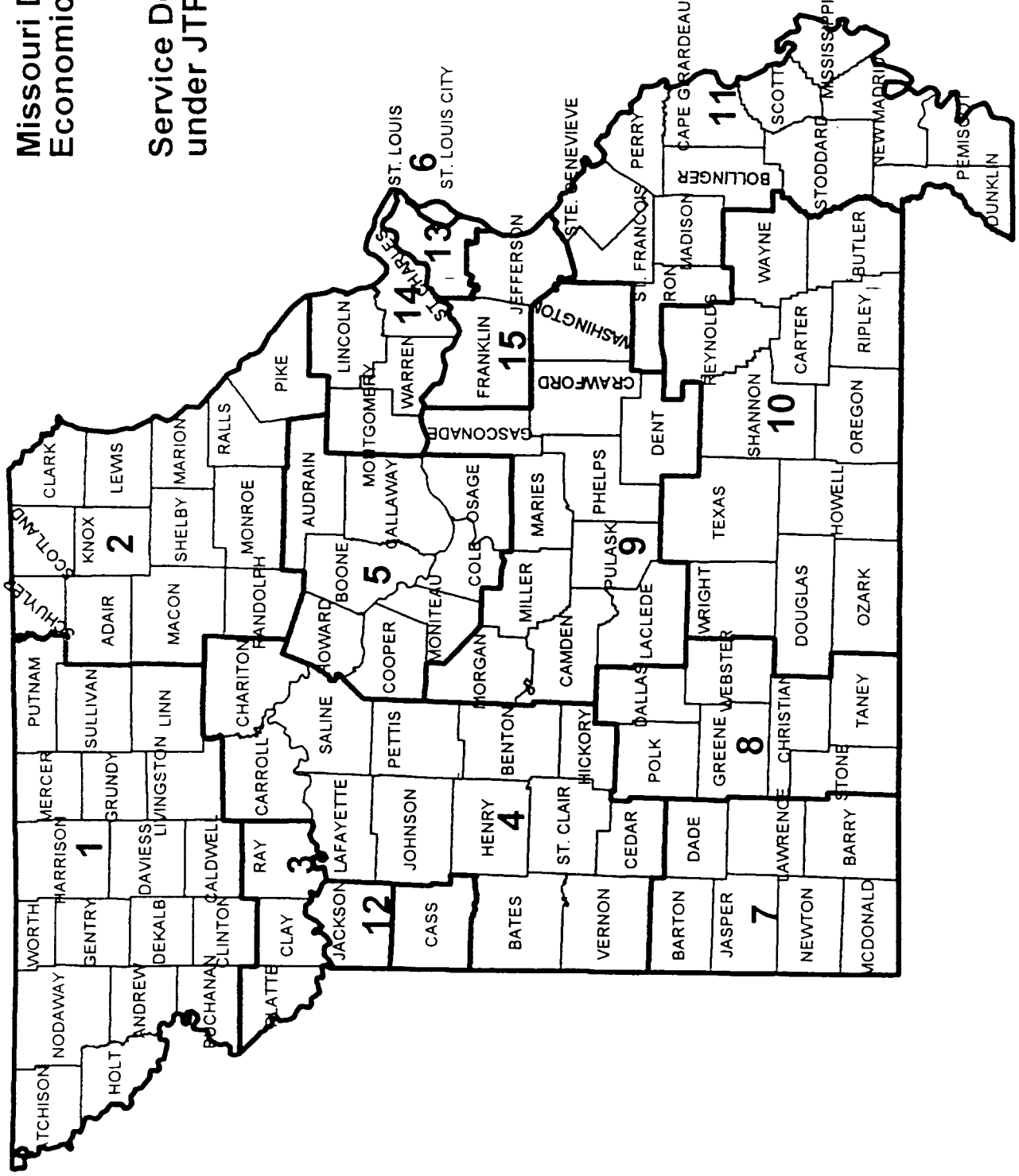


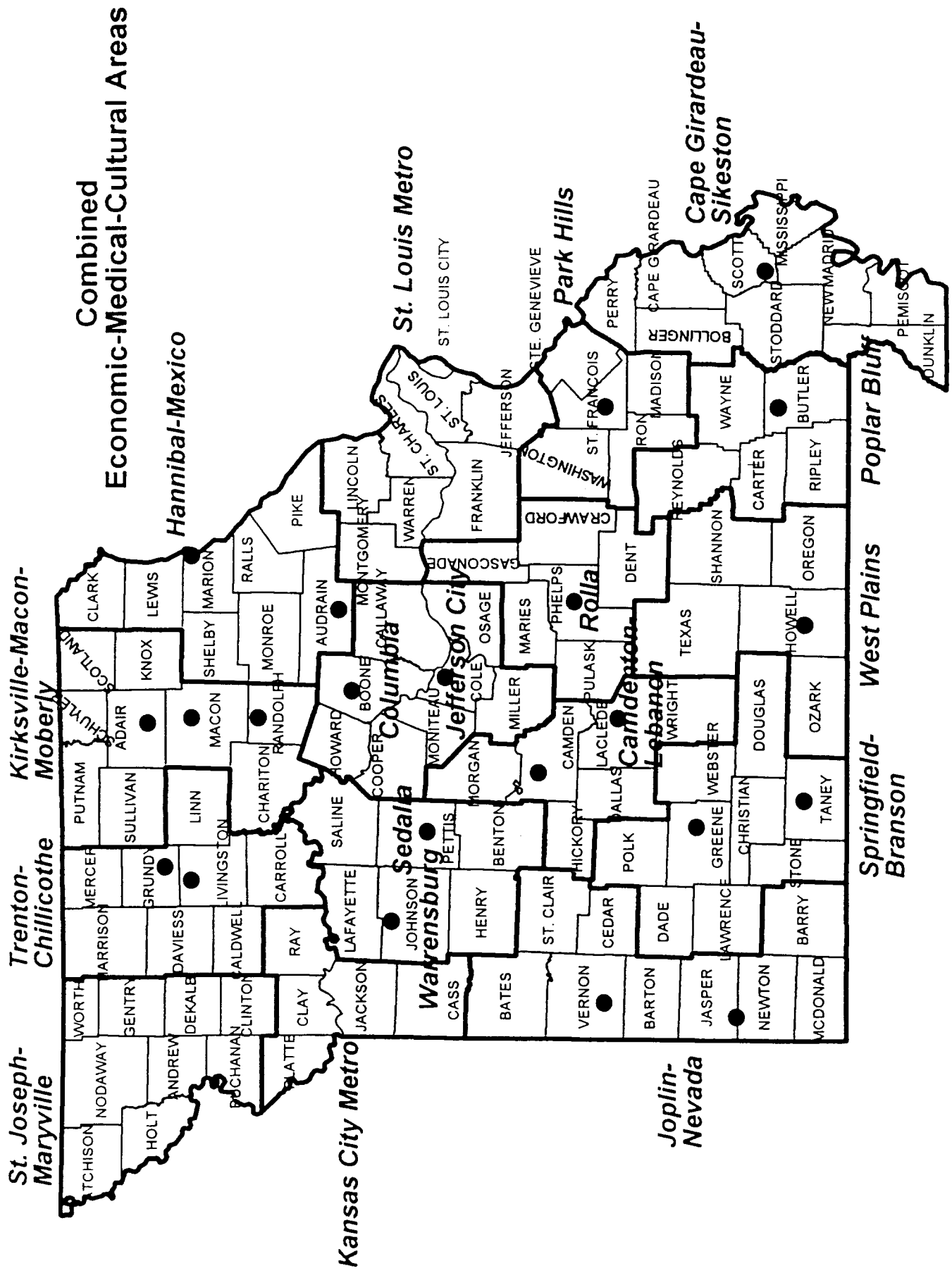
- | | |
|--|--|
| 1. Boonslick Regional Planning Commission | 12. Mo-Kan Regional Council |
| 2. Bootheel Regional Planning and Economic Development Council | 13. Northeast Missouri Regional Planning Commission |
| 3. East-West Gateway Coordinating Council | 14. Northwest Missouri Regional Council of Governments |
| 4. Green Hills Regional Planning Commission | 15. Ozark Foothills Regional Planning Commission |
| 5. Harry S Truman Coordinating Council | 16. Show-Me Regional Planning Commission |
| 6. Kaysinger Basin Regional Planning Commission | 17. South Central Ozark Council of Governments |
| 7. Lake of the Ozarks Council of Local Governments | 18. Southeast Missouri Regional Planning and Economic Development Commission |
| 8. Mark Twain Regional Council of Governments | 19. Southwest Missouri Advisory Council of Governments |
| 9. Meramec Regional Planning Commission | |
| 10. Mid-America Regional Council | |
| 11. Mid-Missouri Council of Governments | |

Missouri Department of Economic Development

Service Delivery Areas under JTPA

- 1 - Trenton
- 2 - Paris
- 3 - Kansas City
- 4 - Sedalia
- 5 - Jefferson City
- 6 - St. Louis City
- 7 - Joplin
- 8 - Springfield
- 9 - Rolla
- 10 - West Plains
- 11 - Cape Girardeau
- 12 - Kansas City
- 13 - Clayton
- 14 - St. Peters
- 15 - Hillsboro

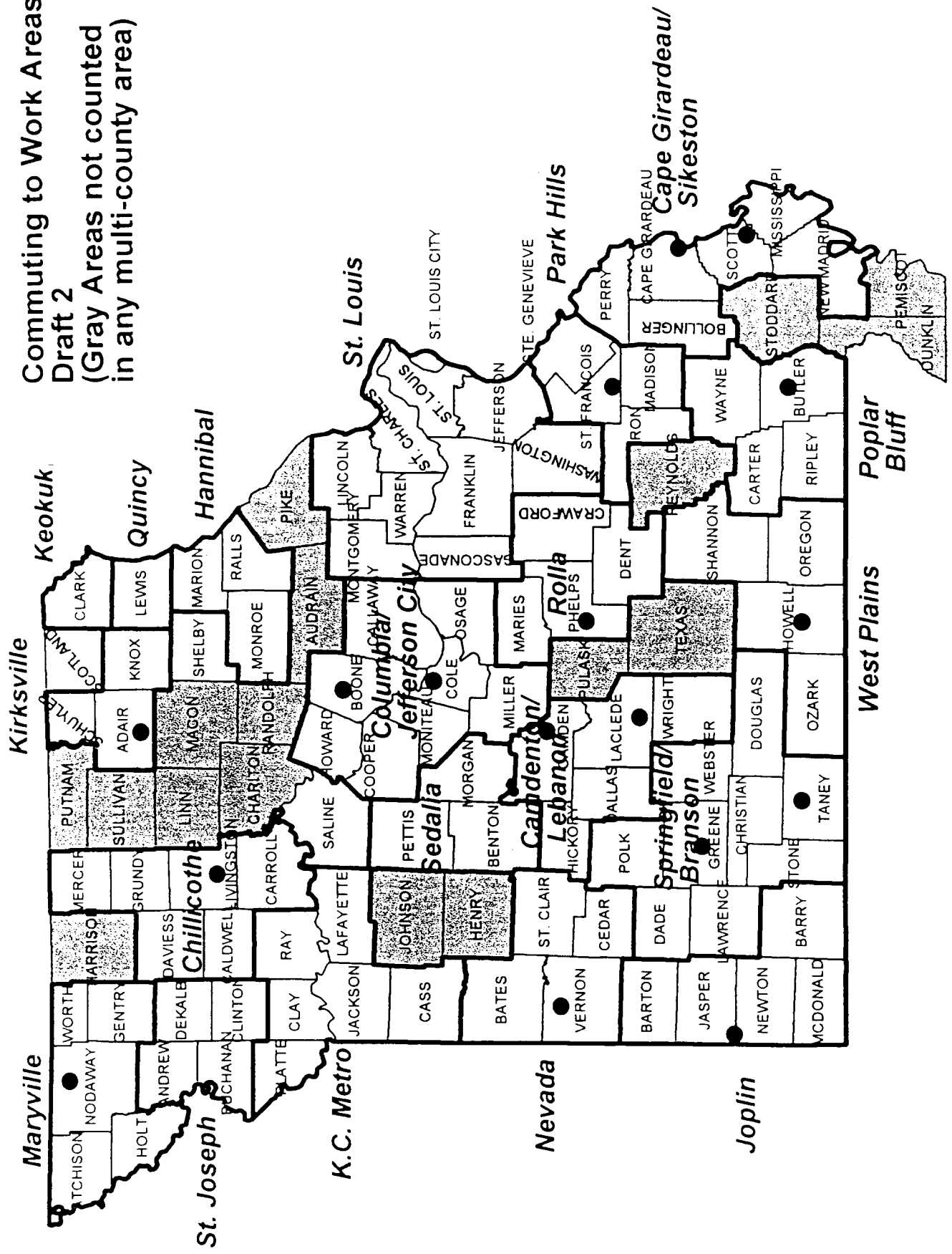




A map of Missouri showing its 114 counties. Major cities are marked with black dots and labeled: Maryville, Kirksville, Chillicothe, Sedalia, Jefferson City, Rolla, Lebanon, Springfield, Joplin, and St. Joseph. Metropolitan areas are indicated by shaded regions and labeled: K.C. Metro, St. Joseph, and West Plains. The map also shows the state's borders with Kansas, Illinois, Arkansas, Oklahoma, and Nebraska.

**Gray Areas not counted
in any multi-county area**

Commuting to Work Areas
Draft 2
(Gray Areas not counted
in any multi-county area)



A map of Missouri divided into its 114 counties. Major cities are indicated by black dots and labeled with bold text: Maryville, St. Joseph, Hannibal, Springfield, Joplin, Nevada, Sedalia, Columbia, Jefferson City, Rolla, Cape Girardeau, Sikeston, Poplar Bluff, and St. Louis. Regional names like "West Plains" and "Park Hills" are also present. County names are written in all caps within their respective boundaries. The title "Multi-Function Regional Centers" is at the top left.

Joplin

West Plains

Poplar Bluff

RATIONALE FOR THE DESIGNATION OF WORKFORCE INVESTMENT AREAS

Made under deliberation by the Missouri Training and Employment Council

The recommendations of the Missouri Training and Employment Council for the designation of Missouri's local workforce investment areas is shown on the attached map titled, Local Workforce Investment Areas. These areas represent the final designation conclusions made by the Council on December 3, 1999.

Information used to reach these area designation conclusions was provided by Dr. Daryl Hobbs, Office of Social and Economic Data Analysis at the University of Missouri, Columbia. The designation process included both a deliberation of this socio-economic information and a designation petition process whereby input from local elected officials about these regional boundaries was sought.

The attached maps display Multi-Function Regional Centers, Commuting-to-Work Areas and Primary Trade Areas defined by socio-economic data and Dr. Hobbs that lead the Council to these conclusions. First, based upon input from area designation petitions by local elected officials and socio-economic data, the previously established Service Delivery Areas under the Job Training Partnership Act generally represent valid labor market regions and most are designated Workforce Investment Areas. The following Workforce Investment Areas are designated and named by their proximity in the state and remain unchanged from the prior boundaries used for Service Delivery Areas: Northwest, Northeast, Kansas City, West Central, St. Charles and St. Louis Counties, St. Louis City, Jefferson/Franklin Counties, Southwest, Ozark, South Central and Southeast regions (reference the Local Workforce Investment Area Map).

The Council recommends the Central region represent the consolidation of two previous Service Delivery Areas. The rationale for this consolidation involves the regional socio-economic data provided. It suggests that there are Multi-Function Regional Centers, Commuting to Work Areas and Primary Trade Areas centered around Columbia, Jefferson City, Lebanon/Camdenton area and Rolla to which virtually all counties within the Central Region gravitate. The exception is Audrain County. Audrain is not included in any Primary Trade Area, Multi-Functional Regional Center or Commuting-to-Work Area. While Audrain County is included in a combined Economic-Medical-Cultural Area (Hannibal/Mexico), the Commissioners of Audrain County have maintained a position supporting placement in the Central Region.

The social and cultural circumstances surrounding these geographic areas has led the Council to conclude that the convenience to the potential workforce center customers in the regions shown will contribute to their increased use of services.

Missouri citizens demonstrate social and cultural geographic behavior indicating regionalization based on the Council's conclusions. This is exhibited by regular and routine commuting to obtain work and services to these centers of employment and regional services. The Council has not discovered any data during its review of this information to link Callaway County with any region other than the Central one for the purposes of this workforce investment area designation.

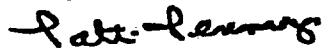
Governor Carnahan
December 10, 1999
Page 2

The local elected officials of Callaway County requested that they become a county within the current SDA 2 structure. Due to commuting patterns and other demographic and labor market issues, MTEC recommends that Callaway County remain in the newly formed Central Missouri Region for the purpose of implementing the Workforce Investment Act. MTEC believes that the people and businesses of Callaway County will be better served as part of the Central Missouri Area. MTEC makes this recommendation based upon the information available at this time. If additional information is received at your office, MTEC would gladly review it in accordance with the further insight regarding the matter.

Additionally, MTEC recommends that the Governor require joint planning in the labor market areas of St. Louis and Kansas City. Those markets include the City of St. Louis, St. Louis County, St. Charles County, Franklin County, Jefferson County, Lincoln County and Warren County in the Missouri portion of the greater St. Louis metropolitan area and Kansas City, Jackson County, Cass County, Platte County, Ray County, Clay County and Clinton County in the Kansas City area. MTEC supports your mandate of regionalized planning relating to the metropolitan St. Louis area including border counties in Illinois. However, two separate state plans are still required. If mandated by you and Governor Ryan of Illinois those plans would be coordinated to address the labor market needs of the entire metropolitan region.

The MTEC remains eager to work with you in planning to implement the new workforce development system. On behalf of the Council, we once again thank you for your leadership.

Sincerely,

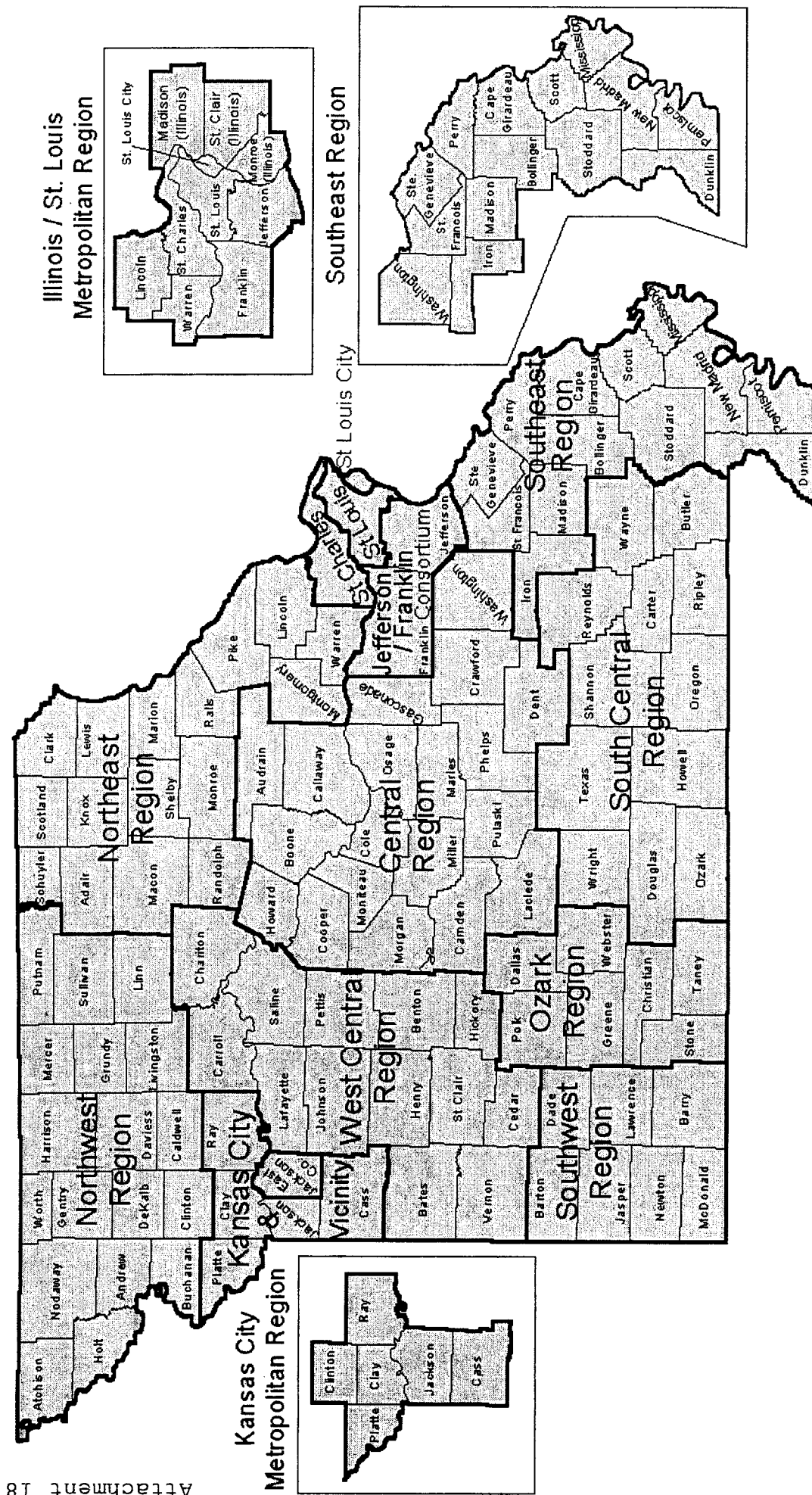


Patti Penny, Chair
Missouri Training and Employment Council

PP:JD:jah

cc: MTEC Members
Mike Hartmann
Tom Jones
Joseph L. Driskill

Missouri Workforce Investment Planning Regions





Mel Carnahan
Governor

DIVISION OF WORKFORCE DEVELOPMENT

Joseph L. Driskill
Director

P.O. Box 1087
Jefferson City, MO 65102-1087
(573) 751-4750
Fax (573) 751-6765

Tom Jones
Director

November 17, 1999

MEMORANDUM FOR JOB TRAINING PARTNERSHIP ACT ADMINISTRATIVE ENTITIES

From: Tom Jones 
Subject: Regional Planning in Workforce Investment Areas

You will find attached a copy of an addendum to the State of Missouri Workforce Investment Planning Guidelines.

This document is a work product that has been approved by the Special Focus Committee of the Missouri Training and Employment Council. The Committee's work has involved openly discussing this document and included the input from several workforce partner agencies, including several Administrative Entity directors.

At the Missouri Training and Employment Council meeting October 13, 1999, a policy resolution requiring regional planning was adopted. This meeting also included adopting a resolution directing the Division of Workforce Development staff to work in collaboration with partner agencies to develop implementation policies and procedures.

This policy is forwarded to your attention and should be considered in your local meetings and discussions about workforce investment planning.

Thank you.

TJ/jcf

Attachment

c: DWD Administrative staff and Managers, w/attachment
Mike Pulliam, w/attachment
Clinton Flowers



Regional Planning
(Addendum to State of Missouri Planning Guidelines)

The State encourages the staff of each Workforce Investment Area to include a regional planning component in each Workforce Investment Plan. The Workforce Investment Boards (WIBS) overseeing workforce development activities in the City of St. Louis and the Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln are required to develop a regional plan for the local plans submitted by these areas for the five-year planning period beginning July 1, 2000. The WIBs overseeing workforce development activities in the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte, Cass and Clinton are also required to develop a regional plan for the local plans submitted by these areas for the five-year planning period beginning July 1, 2000. All other WIBS in all other Workforce Investment areas are encouraged to conduct regional planning for the same two-year planning period.

To conduct regional planning, each Workforce Investment Area must include a regional planning component (or chapter) within the plan document that describes how services will be provided to customers in labor markets that may overlap their respective Workforce Investment Areas. Each regional planning component must provide the following information:

- An identification of other workforce related planning agencies within the Workforce Investment Area. For the purposes of planning guidance, if planning for services in any respective Workforce Investment Area, the following workforce related planning agencies must be considered:
 - 1) community partnerships; 2) regional planning commissions 3) regional or rural economic development agencies; 4) regional technical education committees; 5) other workforce development related entities planning for services germane to a particular Workforce Investment Area.
- How the Workforce Investment Act as it is planned and implemented by each respective Workforce Investment Area intends to respond to the planned needs identified by these other workforce related planning agencies.
- How responding to the planned needs identified by other workforce related planning agencies will be used to achieve Workforce Investment Act outcomes of the respective Workforce Investment Area.
- Because overlapping labor market areas may exist in every Workforce Investment Area, a regional plan component is recommended for each Workforce Investment Plan that addresses how the planned workforce investment activities in the Workforce Investment area will be integrated with those of any contiguous Workforce Investment Area.
- Information as required in Section 116(c)(2) of the Workforce Investment Act regarding information sharing, including: employment statistics, employment opportunities and trends, and other information that would assist in improving the performance of the region and its individual workforce investment areas.

Workforce Investment Planning Regions

The State recognizes that some planning will need to encompass the needs of the local area and there are unique labor market areas in the metropolitan St. Louis, Kansas City and Southeast Missouri regions. The Workforce Investment Boards (WIBs) for the counties identified below will conduct regional planning as follows:

- The WIBs overseeing workforce development activities in the City of St. Louis and the Missouri Counties of St. Louis, St. Charles, Jefferson, Franklin, Warren and Lincoln are required to conduct regional planning with the WIBs overseeing workforce development activities in the State of Illinois Counties of Madison, Monroe and St. Clair.
- The WIBs overseeing workforce development activities in the City of Kansas City and the Missouri Counties of Ray, Clay, Jackson, Platte and Cass Counties are required to conduct regional planning with the WIB overseeing workforce development activities in the Missouri County of Clinton.
- A single regional workforce development plan pertaining to each of the regions described above (items 19 and 20) will be submitted to the state for review and approval by the Missouri Training and Employment Council. *(For the purposes of implementing regional planning, this single regional plan requirement is met if the individual plan components (or chapters) in each separate plan describe the same regional needs, strategies and programs to meet those needs, and articulate similar regional outcome objectives.)* In year one (July 1, 2000 through June 30, 2001) regional performance measures will not be required in order to develop complete and accurate data indicators. In year two – July 1, 2001 through June 30, 2002 – and thereafter, regional performance measures for these regions will be required.
- The WIB overseeing workforce development activities in the Missouri Counties of St. Francois, Ste. Genevieve, Perry, Iron, Madison, Bollinger, Cape Girardeau, Stoddard, Scott, Dunklin, New Madrid, Mississippi, and Pemiscot should begin regional planning with the WIB overseeing workforce development activities in the Missouri County of Washington for the local plan submitted July 1, 2000. Documentation of such regional planning will be a part of the workforce development plan that is developed for submittal by this region July 1, 2002.

Diversity in the Workforce Investment Area

Local Workforce Investment plans will also reflect the racial, ethnic and cultural diversity and representation of individuals with disabilities within the population of each area to the fullest extent possible in the identification of the needs within each labor market. The following items are to be included in the workforce investment plan.

- To reflect a policy of diversity, the identification of the significant racial, ethnic and cultural groups and individuals with disabilities within the Workforce Investment area.
- Which organizations representing any such racial, ethnic and cultural groups and individuals with disabilities that were consulted in the development of the Workforce Investment plan.
- How the activities and strategies proposed for the Workforce Investment area will address the workforce development needs of any such racial, ethnic and cultural groups and individuals with disabilities.

Description of Major LMI Programs

Employment/Unemployment Statistics Programs

Current Employment Statistics (CES) is a monthly survey of a stratified sample of employers in the State. This sample is representative of all industry classifications. Employers are asked to supply information on their total number of employees; production workers or non-supervisory workers; women employees; payroll; regular hours worked and overtime hours worked. From this sample, estimates of each data type are calculated for the State of Missouri and the St. Louis, Kansas City and Springfield metropolitan areas. Industry detail is published to the extent possible, during the third week of the month following the reference month. These data can also be found on the Missouri LMI Web site. While limited in geographic coverage this data is a reliable indicator of employment growth or decline by industry in each of the published areas. Employment estimates are benchmarked each year to the previous March levels as determined by the Covered Employment and Wages (ES-202) data. Hours and earnings data are based on a sample average that is adjusted as benchmarked employment is changed. Historical data for some industry series go back as far as 1939 but should be used with caution. Data since the last industry classification revision in 1987 are normally utilized for time series analysis.

Local Area Unemployment Statistics (LAUS) data are monthly estimates of employment and unemployment by place of residence within the state of Missouri. From these two items, the Civilian Labor Force and the Unemployment Rate are calculated. Data are produced for Metropolitan Statistical Areas (MSAs), nonmetropolitan Labor Market Areas (LMAs) and counties. County data can be aggregated to other geographies, such as workforce investment areas. This data series is the most familiar to the general public and is generally known as the unemployment report. It is released for publication and placed on the LMI Web Site during the third week of the month following the reference week. It provides a measure of labor availability and economic conditions at the county level. The data are benchmarked at the beginning of each year to revisions in the Current Population Survey (CPS) and the most recent full year of data from the Covered Employment and Wages series. When used in combination with other economic data it is an important indicator of labor market conditions within an area. The data are also used to identify Labor Surplus Areas which may provide a preference to employers in areas of high unemployment when bidding on government contracts and the allocation of funding in numerous federal grant in aid programs. Historical data are available back to 1978 for the state. Historically comparable data for substate areas go back to 1990.

Covered Employment and Wages (ES-202) data are compiled from the quarterly contribution and wage reports each employer covered by Unemployment Insurance is required to file. The data thus represent a near universe count of employment in the state. Since each employer is classified by county and industry, detailed monthly industry employment data at the county level are available, subject to confidentiality restrictions. While highly accurate these are quarterly data and are not available until six months following the end of a reference quarter. This limits their usefulness for the analysis of

current labor market conditions. A printed report containing major industry divisions for all counties is available on an annual basis, but the data themselves can be made available quarterly. Because of their accuracy and detail, the data are utilized by business and research organizations for time series analysis and economic forecasting. These data are widely used in the production of other data, including almost all LMI programs, as well as much national economic data. Historical data are available beginning with 1987.

Mass Layoff Statistics (MLS) uses unemployment insurance benefit claims data to identify actual or potential mass layoffs or plant closings. Each week, benefit claims are processed and compared to previous weeks of claims against employers. Once a set number of claims has been reached within a calendar month for an individual employer, a potential layoff is identified and the employer is contacted to determine if the layoff is permanent, temporary, or seasonal. Permanent layoffs are referred to the Dislocated Worker Unit so that training and transition aid for the separated employees can be arranged. The information is also provided to the other statistical so that their data can be adjusted as necessary to reflect reductions in employment. The data are also utilized to identify declining industries. A new Longitudinal Linked Database is being implemented as an adjunct to the MLS system. This will allow wage record analysis in both the pre- and post-layoff periods for those employees separated from employment by a layoff. This will be valuable in determining the effectiveness of the various benefit and training programs offered these individuals. At present historical data are limited but are sure to grow as the wage record analysis project is implemented.

Occupational Information Programs

The Occupational Employment Statistics Program (OES) develops occupational staffing pattern and wage data, using an annual mail survey of a sample of establishments, currently about 10,000. Employers are asked to supply information on their workers' occupations and wages. Estimates derived from the survey include the number of workers by occupation in each industry, the percentage distribution of employees by occupation, the estimated employment reported for each occupation, and estimated wages for each occupation. Results are available for the state, its six Metropolitan Statistical Areas (St. Louis, Kansas City, Springfield, Joplin, St. Joseph, and Columbia), and four areas covering all nonmetropolitan counties in the state (Northern, Central, Southeastern, and Southwestern Missouri). Once the survey is complete, with at least 75% response, and data have been validated, estimates from the survey are posted on the Missouri WORKS! Website. Printed publications will also be made available for the survey areas.

The detailed wage data produced by this program are invaluable, not only for the wage levels themselves but for the comparison of wage rates across industries, occupations, areas, and time periods. Many businesses also find the occupational employment estimates useful because they enable the analysis of the occupational structure of an industry. Employers can examine the staffing pattern at their operation compared to patterns in their industry, or they can follow changes in their industry over time. Planners and government officials use OES estimates of the occupational distribution of the workforce to document labor availability.

The Employment Outlook (Projections) program produces industry and occupational employment projections that are the basis for a group of *Employment Outlook* publications. The projections process combines time series of employment data from the Covered Employment and Wages (ES-202) and Current Employment Statistics (CES) programs with

projections for population, personal income, and various other economic factors to make industry employment projections for a ten-year period. Information on staffing patterns from the Occupational Employment Statistics (OES) program is then applied to the industry data to produce occupational employment projections for the same time period. The *Employment Outlook* publications include narrative analysis of projected changes as well as detailed data, including base year and projected year employment and the numerical and percentage change expected over the projection period. Occupational tables also include the estimated number of annual job openings that are expected to occur due to growth and replacement needs. Projections are available for the state of Missouri, the St. Louis and Kansas City Metropolitan Statistical areas, and the nine Job Training Partnership Act Service Delivery Areas (SDAs) outside those two MSAs. (It is anticipated that any change in workforce investment areas would be reflected in the areas for which projections are available.) The tables are also available on the Missouri WORKS! website as soon as they are available. The medium-to-long term employment trends delineated by this program are useful to those making career decisions and to those planning education and training programs, among others.

OAFC/ONET

Under contract with the North Carolina ONET Development Center and in conjunction with the US Department of Labor/Employment and Training Administration, Missouri provides technical assistance inquiries concerning the Dictionary of Occupational Title (DOT) during the transition from the DOT to O*NET – The Occupational Information Network. O*NET is a comprehensive database system for collecting, organizing, describing and disseminating data on job characteristics and worker attributes. O*NET replaces the outmoded DOT, currently the nation's primary source of occupational information. The OAFC/ONET section is responsible for the national Occupational Code Request Program, which involves analyzing job descriptions and training programs relative to job descriptions for entities such as Alien Labor Certification, Apprenticeship Programs, Social Security Administration, public and private educational institutions and industry and business in general.

The OAFC/ONET section maintains an occupational code request data base and participates with industry, state and federal entities in special projects relating to occupations and training assessment.

Building a Collaborative Process in Workforce Development

The Operative Structure

The structure established between the One-Stop Executive Team and the Missouri Training and Employment Council (the Council) provides the foundation on which to strengthen this collaborative process.

The current structure, however, could be vastly improved by making a formal connection between the Executive Team and the Council. The Council is composed of private sector business leaders, state agency leaders community organization leaders and two general public members. The Council's role for policy development and oversight, however, should be kept in mind. The policies developed by the Council must thereafter be "operationalized." Partner agency staff must be assigned to take the actions necessary to ensure the policies are implemented and adhered to. The current policy making process has a non-effective structure to incorporate essential feedback of the system's internal partners, which are the State agency leaders on the One-Stop Executive Team. By taking action on this proposal to establish the One-Stop Executive Team as an advisory body to the Council that feedback loop could be realized.

The Policy for Action

It is the responsibility of the Missouri Training and Employment Council (the Council) to establish, reviews, recommends, and approve over time effective collaborative strategies for project and policy development for One-Stop Career Centers. ***Therefore, be it resolved,***

That there will be a policy advisory body supporting the Council and local One-Stop Career Centers. That body will be composed of representatives consistently and readily available as "hands-on" managers directly responsible for the variety of programs and resources brought to bear by partner agencies for access to customers at One-Stop Career Centers. This body will directly assign responsible staff from their respective agencies and hold those staff accountable on behalf of their agency in the best interests of MTEC principles. Although this body may not be wholly composed of MTEC members, it will function as a special advisory committee to the Council. This committee will become directly involved in the program, project and policy development recommendations to the Council in the best interests of Missouri's customers, the Council and one-stop career centers in operation under the direction of local Workforce Investment Boards.

That it is the policy of the Council this committee is established by designating the One-Stop Executive Team as a special advisory committee. This committee to initially be chaired by the Director of the Division of Workforce Development until formal by-laws or otherwise developed methods of consensus are used to select an alternative chair. The committee is to be composed of the membership categories described below:

Department of Economic Development

- Director of the Division of Workforce Development, Chair

Department of Labor and Industrial Relations

- Director of the Division of Employment Security

Department of Social Services

- Director of the Division of Family Services

Department of Elementary and Secondary Education

- Director of the Division of Vocational and Adult Education
- Director of the Division of Vocational Rehabilitation

Coordinating Board for Higher Education

- Designated Associate Commissioner

Office of Administration

- Director of Facilities and Maintenance

Local Workforce Investment Board

- 2 WIB representatives

Note: The One-Stop Coordinator will assist the committee in policy development/recommendation and operationalizing the policies of MTEC. In addition, work with local One-Stop partners with local One-Stop delivery systems enhancements. The One-Stop Coordinator attends meetings and serves as the designated full-time staff of the committee

Note: The following document provides an overview of the legal requirements for accessibility at One-Stop centers and suggested standards for architectural and program (particularly communication) access. In addition, recommendations are provided for policy development and resource allocation to assure implementation of the standards and compliance with all legal requirements for access. To date, no decision has been made regarding adoption of the suggested standards, development of the recommended policies, or allocation of resources.

Assuring Equal Access to Job Seekers with Disabilities in Missouri's One-Stops

"We have the opportunity to build from the ground up a re-employment system that includes state-of-the-art access for job seekers with disabilities."

Robert B. Reich, Former Secretary of Labor

I. Legal Requirements

The Workforce Investment Act (WIA), Americans with Disabilities Act (ADA), and Missouri state statute clearly require architectural and program access in the One-Stop employment centers. The general requirements for access in the WIA and ADA are as follows:

◆ **Workforce Investment Act of 1998, Section 188 - Nondiscrimination**

As clarified in §29 CFR Part 37, requires a recipient to provide both accessible facilities (that is, both program accessibility and architectural accessibility) and reasonable accommodations, as modeled by Title II of the Americans with Disabilities Act.

◆ **Americans with Disabilities Act, Title II - §35.150, Existing Facilities**

A public entity shall operate each service, program, or activity so that the service, program or activity, when viewed in its entirety is readily accessible to and useable by individuals with disabilities. In choosing among available methods for meeting the requirements of this section, a public entity shall give priority to those methods that offer services, programs, and activities to qualified individuals with disabilities in the most integrated setting appropriate.

Further specific requirements regarding communication access (as a part of program access) is found in the following regulations for the Workforce Investment Act. The WIA regulations are modeled on the ADA Title II regulations, subjecting recipients to similar obligations and responsibilities under both laws.

◆ **29 CFR, Part 37: Implementation of the Non-Discrimination and Equal Opportunity Provisions of the Workforce Investment Act**

Sec. 37.9 What are the recipient's responsibilities to communicate with individuals with disabilities?

- a) Recipients must take appropriate steps to ensure that communications with beneficiaries, registrants, applicants, eligible employees and members of the public who are individuals with disabilities, are as effective as communications with others.*
- b) A recipient must furnish appropriate auxiliary aids or services where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the WIA Title I--financially assisted program or activity. In determining what type of auxiliary aid or service is appropriate and necessary, such recipient must give primary consideration to the requests of the individual with a disability.*
- c) Where a recipient communicates by telephone with beneficiaries, registrants, applicants, eligible applicants/registrants, participants, applicants for employment, and/or employees, the recipient must use telecommunications devices for individuals with hearing impairments (TDDs/TTYs), or equally effective communications systems, such as telephone relay services.*
- d) A recipient must ensure that interested individuals, including individuals with visual or hearing impairments, can obtain information as to the existence and location of accessible services, activities and facilities.*
- e) (1) A recipient must provide signage at a primary entrance to each of its inaccessible facilities, directing users to a location at which they can obtain information about accessible facilities. The signage provided must meet the most current standards prescribed by the General Services Administration under the Architectural Barriers Act at 41 CFR 101-19.6. Alternative standards for the signage may be adopted when it is clearly evident that such alternative standards provide equivalent or greater access to the information.*

Note: One-Stop Career Centers in Missouri are designated facilities delivering state services and as such must be accessible per the Americans with Disabilities Act Accessibility guidance as noted in the standards section of this document.

(2) The international symbol for accessibility must be used at each primary entrance of an accessible facility.

- f) *This section does not require a recipient to take any action that it can demonstrate would result in a fundamental alteration in the nature of a service, program or activity.*
- (1) *In those circumstances where a recipient believes that the proposed action would fundamentally alter the WIA Title I—financially assisted [[Page 61725]] program, activity or service, the recipient has the burden of proving that the compliance would result in such an alteration.*
- (2) *The decision that compliance would result in such an alteration must be made by the recipient after considering all resources available for use in the funding and operation of the WIA Title I—financially assisted program, activity, or service, and must be accompanied by a written statement of the reasons for reaching that conclusion.*
- (3) *If an action required to comply with this section would result in the fundamental alteration described in Paragraph (f) (1) of this section, the recipient must take any other action that would not result in such an alteration, but would nevertheless ensure that, to the maximum extent possible, individuals with disabilities receive the benefits or services provided by the recipient.*

Section 37.20 What is the grant applicant's obligation to provide a written assurance?

- a) (1) *Each application for financial assistance under Title I of WIA, as defined in Section 37.4, must include the following assurance: As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:*

Section 188 of the Workforce Investment Act of 1998 . . .
Title VI of the Civil Rights Act of 1964 . . .
Section 504 of the Rehabilitation Act of 1973 . . .
The Age Discrimination Act of 1975 . . .
Title IX of the Education Amendments of 1972 . . .

The grant applicant also assures that it will comply with 29 CFR, part 37 and all other regulation implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I--financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

RSMo §191.863

When developing, procuring, maintaining or using information technology, each state department or agency shall ensure, unless an undue burden would be imposed on the department or agency, that the information technology allows

employees, program participants and members of the general public access to and use of information and data that is comparable to the access by individuals without disabilities.

II. Access Standards

A. Architectural Access

Each One-Stop Center shall be housed in facilities that meet ADAAG standards for access, including but not limited to, standards for building access, accessible parking, Braille and raised letter signage and visual alerting. Standards for architectural access are provided by the Americans with Disabilities Access Guidelines (ADAAG). These are national standards for facility access developed by the Access Board.

B. Program Access

Each One-Stop shall provide program access, including communication access, as required by the WIA and ADA. Unlike architectural access, there are no national standards for program and communication access. Missouri has developed and adopted the following standards to assist One-Stop Centers comply with the communication access requirements of the WIA and ADA.

These standards were developed based on input from representatives of the disability community as providing a basic floor of communication access to core one-stop services in a cost-effective manner. Implementation of these standards will provide communication access to a wide range of individuals with visual, hearing, physical, cognitive, and other disabilities. However, additional communication accommodations may be needed to meet unique disabilities or combinations of disabilities.

- (1) Telephony - Each One-Stop Center shall provide the following basic assistive technology that ensures effective communication with voice telecommunications for individuals with disabilities:
 - a) Amplified Telephone - Consumers with moderate to severe hearing loss will benefit from a telephone with high-grade amplification, 30 to 40 dB of gain, either as a built-in feature of the phone or as an "in-line" addition. Such phones should be placed in quiet areas, removed from ambient noise, to support maximum speech discrimination.
 - b) TTY with Printout - Individuals who have hearing or speech disabilities can communicate by telephone through the use of a text telephone, referred to as a TTY. A TTY uses a keyboard to type messages, a display to receive messages, and some means of connecting to the telephone.

- c) Hands-Free SpeakerPhone with Large Keypad - Individuals who have difficulty holding a receiver and/or dialing numbers will benefit from a telephone with an enlarged keypad and speaker phone access.
- (2) Computer Data and Sound - Each One-Stop Center shall provide the following basic assistive technology that ensures effective communication with computer input and output for individuals with disabilities:
- a) 19"-21" Large Monitor with Moveable Mounting Arm - Effective for persons with low-vision. Provides for increased character size in proportion to monitor dimensions and provides a crisper, sharper image.
 - b) Screen Enlargement Software - Also effective for persons with low vision and can be paired with a large monitor. Allows for enlargement of print on the monitor's screen, enabling the user to review a document with the text magnified to a comfortable size and with the colors of the screen adjusted for best contrast. The user can use any part of the screen by scrolling up, down or across.
 - c) Speech Synthesizer and Screen Reading Software - Effective for persons with visual disabilities and reading limitations (e.g. persons with learning disabilities in print decoding and reading comprehension.) The hardware component of the speech access system, the speech synthesizer, can be a portable external device or an internal circuit board. The screen reading program "instructs" the synthesizer. Screen reading software allows users to access commercial software applications and convert text or graphics display to verbal output.
 - d) Flatbed Scanner - Effective for persons with all types of disabilities who need information in digital rather than print form. The scanner is an add-on to the computer that converts an image from a printed page to a computer file.
 - e) Trackball - Trackballs are an alternative to the mouse for consumers who have gross motor skills, but lack fine motor skills. A trackball is essentially an upside down mouse, with a moveable ball on top of a stationary base. The ball can be rotated with a pointing device, hand, or forearm.
 - f) Alternative Keyboard - An alternative keyboard is a modified version of the standard keyboard which supports key selection by variable hand and finger motion. Consumers who might benefit from an alternative keyboard include one-handed typists, those who benefit from a different keyboard layout, those with limited use of their hands, those with limited gross or fine motor skills and those who fatigue easily.

- g) Word Prediction Software - Word prediction software enables the user to reduce the number of keystrokes used in typing by the selection of a desired word from an on-screen list or prediction window. This computer-generated list predicts words from the first one or two letters typed by the user. The word may then be selected from the list and inserted into the text. Individuals with significant physical disabilities and those with learning disabilities in writing and written expression benefit from this software.
 - h) Large Keyboard Caps and Keyboard Orientation Aids - These key markings assist low vision users by enlarging letters and numbers on the keyboard. Many keyboards already have a raised dot or other tactile marker on home row keys to give orientation.
 - i) Height Adjustable Table - Conventional tables are often not functional for wheelchair users or people of short stature. Height adjustable tables allow for adaptation to comfort height levels for computer use and other tasks. If assistive technology, beyond these basic devices, is needed to provide access to computer sound and data, the One Stop Center shall secure such assistive technology or provide an alternative method of access.
- (3) Print Materials - Each One-Stop Center shall provide effective communication with print materials via the following assistive technology:
- a) Tape Recorder - A tape recorder can be used by One-Stop staff to record print information for consumers who have visual disabilities or reading disabilities, so they can listen to the information instead of reading.
 - b) Electronic Enlarging - The magnification of print material by a closed circuit television system allows low vision users to read a full range of print materials. Electronic enlarging devices should have stationary beds for material placement (rather than hand-held cameras) and a 14-inch display monitor.

In providing alternative methods of print access, each One-Stop Center shall be able to produce a full range of alternative format materials (disk, Braille, large print, and audio) either with internal staff or by securing the services of external resources. Core One-Stop Center information (such as Center brochures) shall be available in all alternative formats without special request. For all other materials, each Center shall establish procedures and timelines for consumers to request the alternative format needed.

- (4) Aurally Communicated Information - Each One-Stop Center shall provide effective communication with auditory information via the following assistive technology:

- a) Portable Assistive Listening Device - Assistive listening devices are most often used by hard-of-hearing individuals with mild to severe hearing loss. The main function of an assistive listening device is to increase the loudness of specific sounds (in most cases the speaker) while also reducing background noise, allowing increased understanding of speech.
- b) Captioning Display - Captioning display devices allow for viewing of text captions that correspond to the speech in videotapes and similar media. Caption decoders or built-in decoding chips in the video display equipment provide access to the text provided the media has captioning.

In providing alternative methods of oral communication access, each One-Stop Center shall be able to provide a full range of communication options (sign language interpreters certified at intermediate or above, real-time captioners, assistive listening devices). Each Center shall establish procedures and time lines for consumers to request oral communication options they need to participate in Center services. Delivery of both interpreter and real-time captioning services will likely involve contracting with external providers.

[Reminder: request for auxiliary aids and services are the responsibilities of the consumer] Computer Assisted Real-Time (CART) captioning is provided by a "real-time" trained court stenographer with specialized equipment that allows for immediate transcription of steno-code into readable text. Interpreters are state certified and licensed and attention should be paid to the type of language interpreting needed by the consumer (e.g. American Sign Language, Manually Coded English, oral interpreting, etc.).

III. Implementation

A. Policy Development

Policies shall be developed and resources allocated to assure facility and program access. Such policies shall include adoption of the standards described in Section II as requirements for a basic floor of access. In addition, procedures shall be developed describing how communication access, beyond that provided by the standards in Section II, will be provided by One-Stops when necessary for program access and effective communication. Procedures shall be developed to complete the following:

- (1) Architectural barriers shall be removed and access features added as necessary for ADAAG compliance in each One-Stop Center.

- (2) Basic assistive technology, meeting the standards in section II, shall be purchased and installed in each One-Stop Center to assure access to telephony, computer data/sound, print, and oral communication. (See Attachment 1 for product suggestions to assist in equipment purchasing.)
- (3) Training and/or technical assistance on an on-going basis shall be provided to staff in each One-Stop Center regarding:
- the installation and use of basic assistive technology purchased;
 - procedures and local resources to be used in the arrangement of access services such as sign language, interpreting, braille transcription, etc;
 - how to respond to request for auxiliary aids and services beyond those provided in Section II; and
 - guidance on disability etiquette and culture.

Training and/or technical assistance providers could include Rehabilitation Services for the Blind, Division of Vocational Rehabilitation, and various community based organizations such as Centers for Independent Living.

- (4) Each One-Stop Center and One-Stop Affiliate/Satellite sites shall have a written plan in place on how they will accommodate the program and architectural access needs of persons with disabilities. Details of the program and architectural access plan should be incorporated into the Memorandum of Understanding between the One-Stop partners and the Local Workforce Investment Boards.
- (5) Each One-Stop Affiliate/Satellite sites shall have no less than minimum ADA compliance.
- (6) Each One-Stop Centers shall have assistive technology, per Section II, in place by July 1, 2001.

B. Material Development

Promotional materials, in a variety of accessible formats and media, shall be developed to market the availability of accessible technologies and services at the One-Stop Centers.

**State of Missouri
PY 2000 Wagner-Peyser Act
Agricultural Services Submission**

A. Assessment of Need

The need for agricultural workers in Missouri is basically seasonal, which occurs from spring planting through fall harvest. The peak harvest times are summer for melons in the Bootheel and fall for apples in the Lexington area. Historically, the same seasonal workers are accessed each year for farmworker assistance and as a result, many seasonal workers have adjusted their lives to this cycle. Missouri's seasonal farmworkers are primarily Caucasian.

Migrant workers are used throughout the summer and fall. These migrant workers are primarily Hispanic. It has been observed that more migrants are staying year round or almost year round due to the planting and ginning process of the cotton industry. In addition, they are finding temporary and full-time jobs in poultry processing plants, concrete plants, tree planting, etc., and are starting to settle into seasonal work. There is an ongoing shortage of housing in the Bootheel area.

The mild temperatures experienced may affect the winter wheat crop during the winter months. The State of Missouri had a mild winter in 1998-1999.

B. Outreach Activity

Migrant Seasonal Farmworker (MSFW) outreach activity will be the responsibility of the local office Workforce Development Supervisor. Each administrative area will promote services to agricultural employers and workers. Workforce Development Supervisors in the Sikeston, Poplar Bluff, Cape Girardeau, Kennett, Lexington, and Monett local offices have the responsibility to ensure visits to MSFWs, growers and community-based organizations in order to coordinate MSFW assistance. These historically have been the areas of highest concentration of these workers. The Missouri Division of Workforce Development (DWD) will rely heavily upon Rural Missouri Incorporated (RMI) (the State's WIA Title I Section 167 National Farmworker Jobs Program) and the Southeast Missouri Health Network to assist in the outreach activities. A Memorandum of Understanding (MOU) has been established between DWD and RMI, which outlines RMI's outreach to MSFWs who are not being reached by normal intake activities of DWD local offices. RMI submits a quarterly report to DWD regarding their program activities.

An outreach plan has been written by the Monitor Advocate in accordance with 20 CFR 653.107 and distributed to each local office and each cooperating agency within the State. The separate outreach plan discusses the One-Stop initiative in detail.

A minimum of three visits-before, during and after the appropriate seasonal activity-are to occur in each affected local office. Visits are planned based upon previous year's crop activity. Projected visits for each office are as follows:

<u>Local Office</u>	<u>Crop / Process</u>	<u>Season</u>
Sikeston	Row Crops	Summer
Kennett	Peaches, Melons	Summer
Lexington	Apples	Autumn
Monett	Apples	Autumn
Poplar Bluff	Row Crops, Peaches	Summer/Autumn
Cape Girardeau	Row Crops, Apples	Summer/Autumn

C. Wagner-Peyser Act Services Provided to MSFWs through the One-Stop Delivery System

MSFWs will be identified in each DWD local office and the applications coded in accordance with MSFW (20CFR 63.103). These offices will strive to provide equity of services to MSFWs to at least the same degree that each office provides these services to non-MSFWs.

Equity Indicators

- Referred to job
- Provided some service
- Referred to supportive services
- Counseled
- Provided job development

The standard is that four of the five indicators be met. The "counseled" indicator may not be met due to the lack of counselors assigned to rural offices. The main reason for difficulty in meeting the standards is largely due to the fact that seasonal farmworkers come in at the end of the season to file for Unemployment Insurance. They, for the most part, do not request any other services as they are job-attached and will return to work in the spring.

Partnerships at the local level are critical to the MSFW program. Local office personnel as well as the State Monitor Advocate will seek to establish and maintain a working partnership with agricultural employers and the migrant and seasonal farmworker population. Input from the agricultural employer as well as the migrant seasonal farmworker will be a key factor in improving services to the MSFW population as well as the agricultural employer.

One of the challenges of the One-Stop environment is to manage service delivery systems that ensure all customers equitable access to the full range of services available. It has long been acknowledged that MSFWs encounter significant barriers to completing basic educational objectives and to finding sustainable employment that meets the economic needs of raising their families.

Services to MSFWs at One-Stop Career Centers will be provided in the same manner as services to the other population or target groups.

The first tier of service in a One-Stop Career Center is walk-in or self-service. This tier is for those MSFWs who prefer not to have in-depth services provided by our staff.

Some type of assistance may be needed for those MSFWs who need to utilize guided or group service. Job clubs, instructions for using the job bank, and self-registration are some of the services provided on this level.

Intensive or one-on-one services are provided for those who need help in completing job applications, require counseling, referrals to supportive services, etc.

A variety of literature regarding specific training and educational opportunities available for the MSFW population will be placed in all DWD local offices.

Electronic resources for the MSFW population will be investigated.

D. Employment Services for Agricultural Employers

Agricultural employers will be encouraged to place job orders with DWD local offices. Agricultural employers will be contacted as part of the MSFW Outreach Program to explain employment services available to them. DWD staff will actively participate in agricultural meetings and assist employers to recruit U.S. workers, using the local job bank and the Agricultural Recruitment System (ARS).

DWD will promote services to agricultural employers by utilizing data files available to the labor exchange to target appropriate employers. Staff will also contact agricultural employers in their normal routine of employer visits to solicit job orders and openings, which will be utilized for referral of MSFWs.

E. Other Requirements

1. Status of MSFW Monitor Advocate

The Monitor Advocate position for Missouri is part-time at 0.4 position. A letter to USDOL will be submitted in conjunction with the State Plan requesting that this position remain part-time.

2. State Monitor Advocate Approval / Comments

- This plan was written by the Monitor Advocate and has not been changed, amended nor has she been persuaded to change or amend the plan.
- The Monitor Advocate is to carry out the required duties without fear of reprisals from his/her agency or other authorities.

3. Consideration of Previous Year's Annual MSFW Monitor Advocate Report

The Monitor Advocate reviewed the 1999 State Plan and intends to follow up on the recommendations.

4. Affirmative Action Plans / Comments

Missouri is not a significant MSFW state and is therefore not required to submit this plan.

5. Review and Comment by WIA 167 Programs

RMI, the State's WIA 167 program, was involved in the development and content of this plan and was given a copy of the original plan. A copy of their comment letter is included in the Comments section of this plan. Other agencies and organizations, including non-167 agencies, were provided the opportunity to comment on the plan as it was made available on the Workforce Development homepage. Public notices regarding the availability of the plan for comment were published statewide on February 13, 2000. All comments received on the plan are included in the Comments section of this plan.

I. Assessment of Need

The number of estimated MSFWs in the State will be determined by the Monitor Advocate based on figures from the Atlas Census (1990); the National Center for Farmworker Health; Rural Missouri Incorporated; Southeast Missouri Health Network services and the Migrant Farmworker Project.

Migrants tend to specialize in agricultural tasks. For instance, those who work cucumbers and peas contract for that task and leave when it is completed. Other groups enter an area to do melon harvesting, etc. Not all of the migrant farmworkers are in the same area at the same time. Their arrival in a particular area depends on the harvest cycle of crop for which they're contracting. Row crops, fence crops and tree crops have different harvesting times.

A. Review of Previous Year's Agricultural Activity

A review of the previous year's agricultural activity indicates that major crop activity occurred as follows:

<u>Local Office</u>	<u>Crop / Process</u>	<u>Season</u>
Sikeston	Row Crops	Summer
Kennett	Peaches, Melons	Summer
Lexington	Apples	Autumn
Monett	Apples	Autumn
Poplar Bluff	Row Crops, Peaches	Summer/Autumn
Cape Girardeau	Row Crops, Apples	Summer/Autumn

As mentioned earlier, planned visits during the upcoming year are based upon previous year's crop activity.

B. Review of Previous Year's MSFW Activity in the State

The planting of vegetable and strong melon crops in the Bootheel accounted for the labor demands last season. The cotton gins now employ some migrants for six to eight weeks in the fall.

The apple crops in Lafayette County used approximately 450 workers this last year, with approximately three orchards utilizing this labor. Lafayette County migrant workers come from all over the U.S. and Mexico. Many of these migrants return to Florida to finish harvesting the citrus crops, or return to Texas or Mexico to await the beginning of the next migrant season. Most migrants move five times per year, but many of these workers in Lafayette County have worked in Missouri's apple crop for ten years. The 1999 harvest was plentiful so the picking lasted through the beginning of November. The work in the packing sheds lasted until the end of November. At the end of the season several families and individuals decided to stay in Missouri, either continuing to work in the orchards pruning trees, or seeking work in meat processing facilities, candy factories and other work in neighboring communities. Approximately 45 workers and their families stayed in the area year round¹.

Estimates of agricultural labor in cotton crops, melon crops, peach, and vegetable crops is approximately 4-6,000 plus statewide. Estimates of workers per crop are not available but we do know that apple producers employ approximately 800-1,000 of these workers statewide.

Labor shortages occur in all these crop areas.

C. Projected Level of Agricultural Activity Expected in 2000

The level of agricultural activity in Missouri is expected to remain at the same level as in prior years depending on the weather. The weather is a major factor in determining whether the quality and quantity of the crops is satisfactory.

D. Proposed Number of MSFWs in 2000

There are 98,000 farms in Missouri with 25% of these farms hiring farm labor. It is estimated that 4,000-6,000 migrant farmworkers travel to Missouri every year to harvest crops. Most of the migrant farmworkers are located in the Bootheel. The number of farmworkers hired in Missouri is estimated at 71,445, with most of these being seasonal farmworkers².

II. Outreach Activities

There is a separate outreach plan as outlined in 20 CFR 653.107. MSFW outreach will be conducted to contact agricultural workers outside of the local offices to explain services provided by the Division of Workforce Development. Local office supervisors will be

¹ Migrant Farmworkers Project, Legal Aid of Western Mo., Lafayette Co. report

² Rural Missouri Incorporated Farm Fact Sheet (www.rmiinc.org)

responsible for conducting outreach in their respective area, unless relieved of this requirement by the Monitor Advocate. The local office supervisors will coordinate with other agencies serving the MSFW population in order to maximize all available resources. The Monitor Advocate will assist the local offices when requested to do so or as need arises. Although the number of staff positions allocated to this program remains the same as last year, it is expected that a need for assistance from the Monitor Advocate may increase due to overall Wagner-Peyser staff reductions in some local offices with significant MSFW activity. The Regional Monitor Advocate discusses the need for additional assistance from the Monitor Advocate in a federal review that was conducted in February 1999.

A. Assessment of Available Resources

1. Funds available to operate the MSFW outreach will be part of the Wagner-Peyser funding with 1.45 staff positions allocated, including the Monitor Advocate position. Overall .40 of a position will be used by the Monitor Advocate and 1.05 positions will be used by local office outreach staff. Missouri has not assigned full time equivalent positions (FTEs) to local offices expected to provide outreach to the MFSW population. Instead, DWD allows local office staff providing outreach services to this population to charge time to a specific time code, which provides a means to monitor services in specific local offices. Use of time charging allows DWD the flexibility to provide services across the State based on actual need, without having to actually move allocations from office to office as workload fluctuates.

2. The State agency staff is the same as in prior years.

3. Resources to be Made Available through Existing Cooperative Agreements

DWD will enter into a formal cooperative agreement with RMI. We will continue to cooperate with State agencies assisting MSFWs and private agencies to further MSFW causes. RMI is the major outreach agency. RMI has relocated their full service office to Malden in order to better serve the Bootheel region.

The Southeast Missouri Health Network mainly provides health-related services.

The Migrant Farmworkers Project provides a variety of services including health and legal assistance.

Missouri's Outreach Plan created by the Monitor Advocate relates in detail how each cooperative agency operates.

A. Numeric Goals

1. The Division of Workforce Development will pursue a goal of 1100 contacts in the following local offices:

<u>Local Office</u>	<u>No. of Contacts</u>
Monett	100
Sikeston / Cape Girardeau	200

Kennett / Poplar Bluff	200
Lexington	300
Sedalia	200
Joplin	100

The number of contacts expected in each local office listed above may change if the State experiences a significant shift in the location of the MSFW population.

2. Number of Staff Days Utilized for Outreach by Local Office

<u>Local Office</u>	<u>Days utilized for Outreach</u>
Sedalia	30 days
Lexington	50 days
Sikeston / Cape Girardeau	50 days
Kennett / Poplar Bluff	50 days
Joplin	40 days
Monett	24 days
Central Office	120 days

The number of staff days utilized for outreach activities expected in each local office listed above may change if the State experiences a significant shift in the location of the MSFW population.

3. The Division will continue to use RMI as the primary outreach resource. RMI will contact 600 MSFWs in PY 2000. The Southeast Missouri Health Network and the Migrant Farmworkers Project planned outreach efforts expect contact with 1,500 workers.

To further the State's outreach plans, the Division will also contact the Southeast Missouri Health Network and the Legal Aid of Western Missouri to begin the process of establishing agreements with each of these service providers.

Similarly, the Division is looking at other resources to help Missouri meet the needs of these workers. Missouri's Monitor Advocate is assisting with efforts of the University of Missouri to research the needs of migrant farmworkers in the State. The Division is looking to this study as another planning mechanism to further efforts toward helping the increasing Hispanic population in Missouri, especially the Hispanic workforce. It is also planned to begin reviewing existing ABE/ESL programs in the State as an effective way to help provide services.

B. Proposed Outreach Activities

DWD local office staff will contact agricultural employers to locate possible MSFWs. When MSFWs are located, local office staff will request permission to explain services available. Applications will be taken for those who wish to receive services from DWD. Division staff will carry the necessary documentation to identify themselves as DWD representatives. Local office staff will also make arrangements with Southeast

Missouri Health Network and the Migrant Farmworkers Project staff to coordinate outreach efforts and to facilitate the assistance and utilization of surplus farmworkers.

U.S. workers will be recruited through registration; MSFW outreach efforts will be coordinated with other agencies such as RMI, community action agencies and other service organizations.

III. Services Provided to MSFWs

Plan Data for Upcoming Year

Planned indicators of compliance goals are expected to be accomplished. At times, the referred to jobs category becomes difficult to realize as workers do not always make themselves available for all services. Lists of registered MSFWs will be forwarded to appropriate local offices for contact and referral services as a concentrated effort to bolster referral percentages.

Significant MSFW Local Office Affirmative Action Plan

Missouri has no significant local office Affirmative Action Plan and is not a significant state.

IV. Services Provided to Agricultural Employers

Data Analysis

The previous year's history as of June 30, 1999, provides the following estimates:

- Number of agricultural job order received (estimate): 2,805
- Number of openings received (estimate): 6,155
- Number of agricultural job orders filled: 2,113 (estimate)
- Percent filled rate goal: 34.3%
- Number of interstate clearance orders received : 1
- Number of interstate clearance order initiated : 0

Plan for Upcoming Year

- Number of agricultural job orders expected to be received: 2,805
- Number of agricultural job openings projected to be filled: 6,156
- Percent to be filled: 34%
- Estimated number of interstate clearance orders: 6
- Estimated number of interstate clearance orders the state will initiate: 0

Narrative Description

The above numbers were based on the definition of agricultural employment (for MFSW) in part as employment in any service or activity included within the provisions of 26 USC 3121(g). The definition found in 26 USC encompasses all occupations with DOT codes beginning with 401-429, as well as 525 (poultry processor).

The State MSFW Monitor Advocate will:

- Train and supervise all personnel associated with MSFW outreach activity in each local office (20 CFR 653.108(g)(5);
- Monitor State agency activities and liaison with community-based organizations to further the welfare of MSFWs (20 CFR 653.108);
- Intensify services during the peak of seasonal activity (May through September) utilizing 70% of the time available;
- Conduct a minimum of six local office reviews;
- Attend meetings and other activities designed to promote the cause of MSFWs as well as state, regional and national functions directed by the U.S. Department of Labor (20 CFR 653.107);
- Prepare written reports on major activities attended and local office monitoring;
- Provide required data to the Regional Employment and Training Administration office quarterly (20 CFR 653.109);
- Monitor and provide technical assistance to assist local offices to comply with Agricultural Clearance Order activity requirements (20 CFR 653 Subpart F). OSHA and ESA regulations will be interpreted for local offices and other interested parties;
- As a member of RMI Employment and Training Committee, advise on MSFW matters and coordinate local office efforts with the committee. The National Farmworker Jobs Program grantee (RMI), cooperating agencies and the Division of Workforce Development local offices will be used as a primary source for reporting apparent violations of employment related laws and,
- Distribute distributed reference material (manuals) regarding MSFWs and the Complaint system.

Proposed Method for Establishment of WIA Performance Outcomes

A. Introduction

Pursuant to the requirement in Section 136(c)(2) of the Workforce Investment Act that “the local board, the chief elected official, and the Governor shall negotiate and reach agreement on the local levels of performance based on the State adjusted levels of performance”, the State proposes to develop a method of determination of local levels of performance that is systematic, methodical, and precise. The State also proposes to produce a system that integrates innovation as well as lessons learned from past efforts at performance measurement.

Section V:A of the *Planning Guidance and Instructions for Submission of the Strategic Five-Year State Plan for Title I of the Workforce Investment Act of 1998* states that:

For each of the core indicators identified in Section II of these instructions, the customer satisfaction indicator and additional state measures, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program, and the services to be provided. Include a description of how the levels will help you achieve customer satisfaction and continuous improvement over the five years of the Plan (Sec. 112(b), 136(b)(3).)

In implementing an improved performance measurement system, the State should optimize the way in which it is “working with local boards to determine the level of the performance goals.” In fact, issues such as “differences in economic conditions, the characteristics of participants when they entered the program, and the services to be provided” must be established based on local information. There must, however, be some consistent way in which those factors are considered from local area to local area. Section 136(b)(3)(A)(i)(II) states that

“The State adjusted levels of performance shall...show the progress of the State toward continuously improving in performance.”

In the spirit of continuous improvement, the method for formulating local outcome projections should be conducive to enhancement from year to year. It should be one that incorporates improvement within the context of local variations in economic factors and clientele served.

B. Proposal

The State proposes that local boards use an outcome-based framework, to determine the level of their respective One-Stop performance goals. The framework uses two basic steps to arrive at particular goals: 1) segment customers into appropriate groups; and 2) establish a “funnel” to quantify the progression of customers toward outcomes. The numbers generated form a basis for continuous improvement.

C. Segment Customers

For this process, WIBs will divide customers in the four categories established in the WIA performance measurement system: adults, dislocated workers, older youth, and younger youth. Within these categories, however, customers can be categorized and tracked toward employment based on similar traits; these form the customer sub-segments. WIBs should evaluate customers within the four groups based on employability criteria, such as “hard to serve” and “easy to serve”, or “most job ready” to “least job ready”. Other criteria may be considered as well, such as “unemployed at enrollment” and “employed at enrollment”. It is beneficial to document these characteristics in the form of a “givens and assumptions” list about each segment (see Section E). Listed items might be characteristics of the individuals or of their environment and include some reference to the severity of their condition. Such characteristics might include literacy rates,

poverty rates, or any barriers to employment identified by the WIB. Given that different sub-segments will progress at different rates through a WIB's service programs, considering these sub-segments will facilitate more accurate prediction of outcomes.

D. Establish Funnels

The progression of customers through a WIB's service mix can be illustrated with the funnel model for the outcome-based framework. This model is based on the development of *milestones*, *performance targets*, and *outcomes*.

Milestones are defined as:

- The interim actions or accomplishments on the way to reaching the performance target
- Those critical steps customers must attain in order to achieve the performance target
- Stated in terms of behavior or condition of the customer
- Objective in that they are measurable and verifiable
- Have a logical sequence of "If...then..."
- Describe the results you expect as customers interact with your products; correlated to the services and activities you provide
- The primary distinction from targets is that they are not the end result that defines success, but are those necessary steps along the way

Performance Targets are defined as:

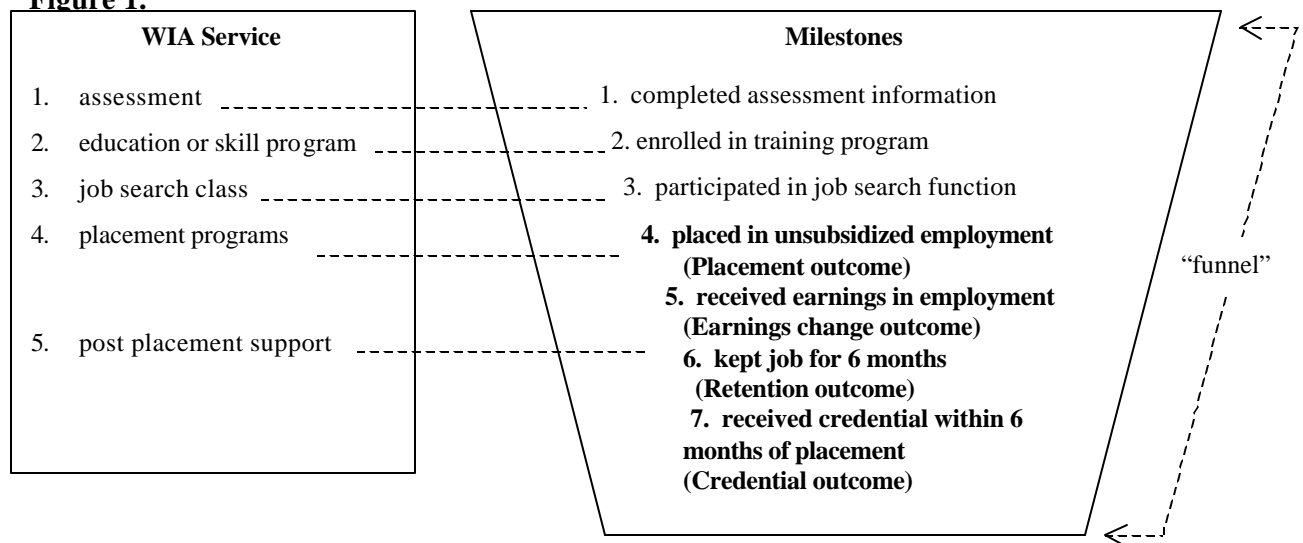
- States the contribution the WIB commits to make toward the State's outcome statement
- Stated in terms of changes in behavior or condition or the customer
- Objective in that they are measurable and verifiable
- Bound in time
- Defines success for the WIB and a return on investment for the State
- Doable with a stretch; within the realm of the WIB to influence such a change, but a challenge to do so
- Are set using hard numbers, not percentages

Outcome Statements are defined as:

- A vision statement; the end state the investor would achieve in a perfect world, or if wildly successful
- Stated in terms of behavior or condition of the customer
- Defines the 'boundaries' for the WIB

Milestones should be developed based on 1) customer behaviors (the long-term tendencies of customer segments) and 2) the relationship with service steps (See Figure 1).

Figure 1.



The local board should develop funnels based on how customers progress through the local One-Stop system. While the minimum services to be made available through the One-Stop delivery system are listed in WIA Sec 134(d)(2), the listed customer behaviors should be sufficiently generic to encompass these as well as the services of the other One-Stop partners. For example, the “participate in job search function” milestone listed above could include completion of a job club administered with Wagner-Peyser funds, or a job search class funded under WIA Title I. The “enrolled in training program” milestone could include enrollment in an Adult Basic Education course or an On-the-Job Training component. Per DOL policy, projections for these groups shall include all customers served by the One-Stop within that particular demographic, not necessarily those served *solely* under WIA Title I staff-assisted Core Services. The State is presently negotiating with the Department of Labor to establish a procedure for reporting One-Stop outcomes with universal definitions as the reporting mechanism for WIA.

Ex. 1 shows how participants progressed through a particular job training program in a hypothetical local area. If over time this proved to be the way adults progressed through this program, the local board would be able to project that for every 500 at intake, 102 would be placed in unsubsidized employment. Of those, 78 would keep a job for six months. The steps

Ex 1. Milestones (Targets in Bold)	
500	Learned of job program
427	Completed assessment information
252	Enrolled in training program
206	Participated in job search function
102 (\$4,500)	Placed in unsubsidized employment (Earnings change)
78	Kept job for 6 months
39	Received credential w/in 6 months of placement

along the way, “completed assessment information,” “participated in job search function” are milestones toward the retention performance target of 78. Although expressed in whole numbers, these relationships form an attrition ratio (percentage of people who drop out between

milestones) that local WIB planners can take into account when making One-Stop projections. For example, in this program, one can deduce they will lose about 41% of the people who completed the assessment information to the enrolled in training program milestone ($(427-252)/427$). Looking at it the other way, of those who participated in a job search function, about half ($102/206$) will typically be placed in unsubsidized employment. From here, WIBs would identify which customer sub-segments are represented in this group, and decide how those sub-segments progress through this program. If the customer population is disproportionately easy-to-serve, for example, the funnel will be less curved, as more of those at intake will end up in the outcomes.

E. Givens and Assumptions

The establishment of customer segments and funnels are based on certain considerations. *Givens* are the basic rules of a situation. They are often specified in legislation or are in some way statutorily-based. *Assumptions* are beliefs held about a particular issue. They are learned from experience or research and are a starting point for development of a plan of action. Following are the State givens and assumptions about the performance negotiation process.

Givens of the State

1. Each local WIB must develop a plan for delivery of services.
2. The Plan must include negotiated performance outcomes.
3. The State retains the right to accept, reject, or negotiate, in whole or in part, any or all plans received.
4. The State must approve local WIB plans.

5. * One-Stop outcomes will be reported for the sake of accountability and incentives. The State will use an accumulation of local WIB One-Stop projections for State negotiations with the Department of Labor, in accordance with WIA, Section 136(b)(3)(A)(I).
- * Policy presently under development

Assumptions of the State

1. A locally-produced process such as this one will engender more collaboration among local one-stop partners, by fostering joint progress toward common goals
2. The numbers generated through this process can be a more accurate reflection of the potential accomplishments of a local one-stop system than a “top-down” dissemination of targets.
3. The numbers generated here represent the one-stop partners’ best guess of future outcomes for four customer groups, given certain assumptions. They may be under or overachieved, depending upon unforeseen circumstances.

F. Negotiation

The State proposes that this “milestone” process be the chief tool used by WIBs in establishing projected One-Stop outcomes for the purposes of negotiation in accordance with WIA Section 136 (c). The State will stipulate that, if this tool or one like it is used and documented, the State will accept the projections as submitted. However, if another method is used, or if there is no evidence of a milestone-based projection method, the State will engage in a negotiation process with the WIB and factor economic trends, past relative performance, etc., to arrive at mutually-satisfactory outcomes.

A satisfactory demonstration of the outcome-based tool will include, but not be limited to:

- 1) Outcome funnels with sequential product steps and corresponding customer behaviors that progress toward each of the performance target for adult, dislocated worker, older youth, and younger youth customer segments (i.e., four funnels)—see Figure 1.
- 2) Raw number projections for the number of customers retained in each of the milestone steps.

This system endeavors to provide a more locally-driven performance measurement process and address some shortcomings of other performance systems. It also embraces the Department of Labor’s movement toward systems that foster continuous improvement.

The State has committed to insure that WIBs are adequately educated on outcome-based methods. In addition to the several training sessions already provided, the State will provide tutorials and technical assistance on an as-needed basis.

G. Next Steps

In a One-Stop environment, the best way to develop customer segments that will encompass all the partners’ customers is to have a working session involving all the partners in the area. For such a working session, each partner should:

1. Bring information about customers of programs/State Agency , i.e., Wagner-Peyser, DFS
 - how many served by program (last year, trends over past years)
 - demographics (age, gender, family structure, barriers to employment)
2. Bring One-Stop information
 - Number served (“came through the door”--actual or estimated)
3. Have a general understanding of their respective performance measurement systems

Proposed Method

The State suggests the following schedule for accomplishing the proposed outcome system:

1. Convene a meeting of local One-Stop partners to go through proposed outcome-development procedure as described in Section G.
2. Establish customer segments, based on local considerations using proposed procedure described in Section C.
3. Map out funnel chart for each customer segment showing progression of customers toward outcomes as described in Section D.
4. Submit documentation of above process to the State and list agreed-upon projections for PY 2000. The projected targets should be established using the above funnel process, arranged as shown in Figure 1 for each of the WIA Title I Categories of Adults, Dislocated Workers, Older Youth, and Younger Youth. Figure 2 contains the definitions of the fifteen WIA performance measures as defined in the *Workforce Investment Act Performance Accountability* draft paper, issued on December 8, 1999.

Figure 2		
Outcomes	Defined as	One-Stop Projection
Adult Entered Employment Rate Of adults not employed at registration:	# who enter employment in Qtr after exit -divided by- # who exit during the reporting period	_____
Adult Employment Retention Rate	# employed in 1 st Qtr after exit and in 3 rd Qtr after exit -divided by- # who were employed in the 1 st Qtr after exit	_____
Adult Earnings Change Of adults employed in 1 st Qtr after exit:	[Total Post-Program Earnings (earnings in Qtr 2+Qtr 3 after exit)]-minus-[Pre-Program Earnings (earnings in Qtr 2+Qtr 3 prior to registration)] -divided by- # who exit during the Qtr	_____
Adult Employment and Credential Rate Of adults enrolled in training:	# who were employed in 1 st Qtr after exit and received a credential by the end of 3 rd Qtr after exit -divided by- # who exit during the Qtr	_____
Dislocated Worker Entered Employment Rate	# who enter employment in Qtr after exit -divided by- # who exit during the reporting period	_____
Dislocated Worker Employment Retention Rate	# employed in 1 st Qtr after exit and in 3 rd Qtr after exit -divided by- # who were employed in 1 st Qtr after exit	_____
Dislocated Worker Earnings Replacement Rate Of Dislocated Workers who are employed in the 1 st Qtr after exit:	[Total Post-Program Earnings (earnings in Qtr 2+Qtr 3 after exit)] -divided by--[Pre-Dislocation Earnings (earnings in Qtr 2+Qtr 3 prior to dislocation)]* * If dislocation date is after registration, Qtrs 2+3 prior to registration will be used	_____
Dislocated Worker Employment and Credential Rate Of Dislocated Workers enrolled in training	# who were employed in the 1 st Qtr after exit and received credential by the end of 3 rd Qtr after exit -divided by- # who exited during the quarter	_____

Older Youth Entered Employment Rate Of Older Youth not employed at registration and who do not move on to post-secondary education or advanced training:	# who enter employment in the 1 st Qtr after exit <i>-divided by-</i> # who exit during the quarter	<hr/>
Older Youth Employment Retention Rate Of Older Youth who do not move on to post-secondary education or advanced training:	# who are employed in the 1 st Qtr after exit and the 3 rd Qtr after exit <i>-divided by-</i> # employed in the 1 st Qtr after exit	<hr/>
Older Youth Earnings Change Of Older Youth employed in 1 st Qtr after exit and who do not move on to post-secondary education or advanced training:	[Total Post-Program Earnings (earnings in Qtr 2+Qtr 3 after exit)]- <i>minus</i> -[Pre-Program Earnings (earnings in Qtr 2+Qtr 3 prior to registration)] <i>-divided by-</i> # who exit during the Qtr	<hr/>
Older Youth Credential Rate	# who were in employment/post-secondary education/advanced training by the end of the 1 st Qtr after exit and received a credential by the end of 3 rd Qtr after exit <i>-divided by-</i> # who exited during the quarter	<hr/>
Younger Youth Skill Attainment Rate All in-school youth & appropriately assessed out-of-school youth who need basic, work readiness, or occupational skills:	# of basic skill goals attained + # of work readiness skill goals attained + # of occupational skill goals attained <i>-divided by-</i> # of basic skill goals + # of work readiness skill goals + # of occupational skill goals set	<hr/>
Younger Youth H.S. Diploma or Equivalent Attainment Rate Of those who enroll without a diploma or equivalent:	# who attained secondary school H.S. diploma or equivalent (i.e., GED) during the quarter <i>-divided by-</i> # who exited during the quarter (except those still in secondary school at exit)	<hr/>
Younger Youth Retention Rate	# of participants found in one of the following in the 3 rd Qtr after exit: <ul style="list-style-type: none"> • Post-secondary education • Advanced training • Employment • Military service • Qualified apprenticeships <i>-divided by-</i> # who exited during the quarter (except those still in secondary school at exit)	<hr/>

WIA Common Definition Performance Measure Proposal

The Division of Workforce Development proposes a new performance accountability system for the Workforce Investment Act. This system would establish key measures that would facilitate more precise negotiated outcomes, while encouraging coordinated efforts among One-Stop partners. The main idea behind this system is forming a universal set of definitions for the WIA Title I Core measures that would: 1) be counted toward the three partner agencies (WIA Title I, Adult Basic Education, and Vocational Education) for incentive funds; 2) be counted toward the employment outcomes of the other One-Stop partners; and; 3) provide a new, consistent definition for the Governor's Outcome Measures.

The many agencies established to provide human services each have measures which are reported to their respective sponsoring federal agency and to constituents. Each set of measures has different definitions and assumptions, as well as different mechanisms to capture, calculate, and report them. For example, the three agencies eligible for incentive funds under WIA have separate measures defined in separate State plans (See Ex.1). Under WIA, government programs will be more increasingly required to coordinate efforts and search for ways to eliminate duplication of work which will be inefficient and counterproductive. Further, if agencies feel that a client must be allocated only to a singular employment outcome, agencies will be in a more competitive mode.

Therefore, the Division proposes that a universal set of definitions be established that will allow State agencies to report outcomes along the many required funding streams based on a universal definition. At the crux of this system is the establishment of comprehensive One-Stop measures that are attributable to each partner agency that assists a particular client, yet are tracked as a team achievement.

Case Example

A 24 year old man enters a One-Stop looking for employment. He has been laid off from a factory job, is a veteran, and a high school dropout. Through the One-Stop, he receives adult basic education to get his GED, he receives technical training as a dislocated worker, and labor market information by a Local Veterans Employment Rep. Under the universal definition system it would go as follows: Since he received the GED, he "counts" toward the WIA Title I "attainment of recognized credential..." outcome, the WIA Title II "receipt of a secondary school diploma or its recognized equivalent" outcome and the Perkins III "student attainment of high school diploma [or] equivalent" outcome. If he gets a job, he counts toward all pertinent parties' employment outcomes. For the federal measures, he counts toward the WIA Title I dislocated worker "entry into unsubsidized employment" outcome, the WIA Title II "placement in...unsubsidized employment" outcome, and the VETS employment outcome. If, two quarters after employment, he still shows UI earnings, he can be counted toward the federal WIA Title I "earnings six months after entry into the employment" retention outcome; the WIA Title II "retention in...unsubsidized employment" outcome, and the Perkins III "retention in employment" outcome. If the Governor's Outcomes are revised to show these definitions, this client will also count toward them (and therefore to the Show-Me Results). Finally, he will count toward the DED Outcomes, as outlined in the strategic planning process. For accountability purposes, he counts toward the State One-Stop System's dislocated worker outcomes.

Ex. 1		
<u>WIA TITLE I</u>	<u>WIA TITLE II</u>	<u>PERKINS III</u>
Adult (18 and older), Dislocated Worker, Older Youth (19-21)	#1 Demonstrated improvements in literacy skill levels in reading, writing, and speaking the English language, numeracy, problem-solving, English language acquisition, and other literacy skills	#1 Student attainment of challenging State established academic, vocational, and technical proficiencies
Rate of entry into unsubsidized employment		- Secondary academic proficiencies
Retention in unsubsidized employment six months after entry into the employment	#2 Placement in, completion of, or retention in post-secondary education, training, unsubsidized employment, or career advancement	- Secondary vocational-technical skill proficiencies
Earnings received in unsubsidized employment six months after entry into the employment		- Postsecondary academic proficiencies
Attainment of a recognized credential related to achievement of educational skills (such as secondary school diploma or its recognized equivalent), or occupational skills, by participants who entered unsubsidized employment	#3 Receipt of a secondary school diploma or its recognized equivalent	- Postsecondary vocational technical skill proficiencies
		#2 Student attainment of high school diploma, equivalent, or postsecondary degree or credential
		- Secondary student attainment of high school diploma or GED
		- Postsecondary attainment of a degree or credential
		#3 Placement in, retention in, and completion of postsecondary education or advanced training, the military, or employment
		- Secondary placement, retention and completion
		- Postsecondary education placement, retention, and completion
		#4 Participation in and completion of vocational and technical programs leading to nontraditional employment

Negotiating Local Outcomes

Under this system, the amount of adult, dislocated worker, and youth projected to be served by the State would be divided up among the local areas, based on projected amounts of One-Stop clients in those categories. The universality of definitions would ease the local outcome projection process, since there would no longer be a dual set of measures (JTPA Performance Measures/Governor's Outcomes) to manage to. The universal, more generic categories should also be easier to project: i.e., the number of adults who will come into contact with the One-Stop.

As proposed, the measures to be reported for accountability purposes would be the State accumulated One-Stop customers in the four WIA categories. Each partner agency would report the number of customers served in these categories that were "touched" by the partner's services in a One-Stop, in addition to those served in the partner's own individual locations. For example, say 800 Missourians receive services in Area Vocational Technical Schools in a given year (by referrals other than One-Stops) and enter employment. Two hundred more are served by way of One-Stops and enter employment. The Vocational Educational System reports 1,000 placements for the year. The One-Stop reports these 200 in accordance with their status as WIA categories (i.e., adult, dislocated worker) in addition to all the other One-Stop clients served who enter employment.

Proposed Definitions

Given the judiciousness of using consistent placement, retention, and earnings measures, the next step is defining mutually-acceptable definitions. For a template for development, we propose that the State use the definitions in the the *Workforce Investment Act Performance Accountability* paper issued on December 8, 1999

Governor's Outcomes

Another component of this proposal is to provide new definitions for the Governor's Outcome Measures that will further facilitate consistency of measurement. A reason for selecting the measures as defined is that they are similar to three of the outcome measures currently used to assess the programs of the workforce development system. The "Rate of entry into unsubsidized employment" measure is comparable to the **Got a Job** measure in that it captures an individual's receipt of employment. Got a Job is presently defined as total number of JTPA Title II-A 77%, II-A 5%, and III FF enrollees with earnings greater than or equal to \$103 the quarter following quarter of termination. The proposed rate of employment figure will capture this result, yet will include more people who enter employment, while infusing an efficiency measure in the form of a rate.

The "Earnings received in unsubsidized employment six months after entry into the employment", as defined, translates to a measure of earnings that is similar to the Higher Wage outcome. **Higher wage** is defined as the total number of JTPA Title II-A 77%, II-A 5%, and III FF enrollees with earnings the quarter before application less than the earnings following the quarter of termination. The earnings change measure achieves this assessment of the impact of WIA programs on a customer's earnings. It also mitigates the impact of spikes in earnings before and after employment/enrollment by using the multiple quarter averages. On the downside, this is a more complex measure (albeit slightly), and it postpones by at least a quarter the ability to calculate the measure.

A measure of attachment to the labor force after employment is captured in the WIA “Retention in unsubsidized employment six months after entry into the employment” measure. This is defined most closely to the comparative Governor’s **Retention** Outcome. Retention is presently defined as the total number of JTPA Title II-A 77%, II-A 5%, and III FF enrollees with earnings at 3 months (one quarter), 6 months (two quarters), 9 months (three quarters), 12 months (four quarters), and 24 months (eight quarters) after the quarter of termination.

The fourth Governor’s Outcome--**Below to Above the Poverty line** (defined as the total number with earnings less than poverty level for a family of 2 in the quarter prior to application AND who had earnings in excess of the poverty line for a family of two in the quarter following the quarter termination)—is not addressed by the proposed definition. The options here are to continue to calculate and report it separately, or to use another partner’s measure and reporting mechanism in lieu of it.

Next steps

1. Research the employment outcomes of all One-Stop partners and ascertain which of the placement, retention, and earnings outcomes could be addressed by the proposed definitions. Partner agencies which have the ability (and willingness) to amend their definitions will be encouraged to do so to allow capture of divergent measurement systems from a consistent source via universal definitions.
2. Secure approval from MTEC of using WIA definitions for the employment, higher wage, and retention Outcome Measures, and receive guidance on how to address the Above Poverty Line measure. It is also recommended that MTEC establish a youth outcome, commensurate with the WIA definition.
3. Secure approval from DOL on maintaining a universal set of definitions for all the partner agencies’ employment, higher earnings, and retention figures.

Policy concerning registration of customers for WIA Core Services

Discussion

The Department of Labor has directed that adults and dislocated workers who receive WIA core services will be counted toward performance measures, except those who receive self-service or informational services. The WIA Interim Final Rules (Section 666.140) states that individuals who receive WIA core services that are considered staff assisted, and therefore reportable, must be registered. The December 8, 1999 WIA Performance Accountability paper states that “The main consideration for determining which core services require registration is the level of staff involvement. When there is *significant* staff involvement of resources or time, the core services are required to be registered. This includes the following categories of core services:

- Staff assisted job search and placement assistance, including career counseling
- Staff assisted job referrals (such as testing and background checks)
- Job development (working with employer and job seeker)” (WIA Core Measures of Performance Summary, p.4).

Earlier, DOL had established the policy that registration begins when the Core services become “staff assisted.” This is done in accordance with how the funds are expended and criteria of eligibility (see DOL Q&A below). Unfortunately, DOL has not given guidance on: 1) what distinguishes between services which are self-service or informational only, and services which require registration; 2) what determines “eligibility” for staff assisted WIA services; 3) what point in time funds will be credited toward a particular service. According to the *Revised Reporting Specifications for WIA Core Indicators*, this task is being left to the States.

Proposal

Given that these issues are critical for determining which elements of the One-Stops’ service mix will be subject to registration and performance measurement, the State proposes to establish criteria that will assist Local Boards in deciding how to classify services with respect to performance measures. The State believes the criteria should allow for as much local flexibility as possible, while maintaining consistency in service delivery across the State.

A matrix presently exists of these services and could be used to map out which of certain services fall where (see Example WIA Services Matrix below). In addition, the State proposes that local WIBs use a system of criteria to organize the service mix of a One-Stop, as well as categorize future services developed to serve new customer groups.

The use of “staff assistance” as sole criteria for registration is not sufficient. As indicated earlier, it is not clear what constitutes staff assistance or which services have the greatest impact on getting someone a job. Furthermore, “allocation of a service to a particular funding stream” is not a conclusive criterion either. It is not as much correlated to finding a job as it is to funding a One-Stop. To truly establish which services are tied to getting employment for customers—and are therefore trackable--some guiding principles or doctrines are needed. This can be illustrated in the form of case examples:

- 1) A client comes into a One-Stop and by way of the assessment finds he only needs Food Stamps. He is referred to the DFS staff partner and is deemed eligible for Food Stamps. At question is whether at this point, he should be registered and counted toward performance measures, if for example, he later finds employment. At this point, it appears he should not, given that he has not received something that would provide *value-added service* toward

gaining employment. If the same customer later returned and requested employment counseling, he would be registered, counseled and tracked.

- 2) A client comes into a One-Stop and receives a job referral by way of Missouri WORKS! or America's Job Bank and receives employment. Technically, no direct staff assistance was administered, except for assistance in getting to and using the computer lab. However, the outcome was successful: the client received what the One-Stop system--and the employment and training agencies--were created for: help in getting a job. Therefore, in accordance with DOL policy, the One-Stop should be credited for the placement if *significant* time and/or resources was expended on the client. This conveys another principle: *direct outcome*. If the employment outcome of a client is directly attributable to the One-Stop system's service (and which was administered with significant allocation of time/resources), it should count toward performance.

Section 134(d)(2) lists the minimum Core services to be offered through the One-Stop system as:

- (A) determinations of whether the individuals are eligible to receive assistance under this subtitle;
- (B) outreach, intake (which may include worker profiling), and orientation to the information and other services available through the One-Stop delivery system;
- (C) initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- (D) job search and placement assistance, and where appropriate, career counseling;
- (E) provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including--
 - (i) job vacancy listings in such labor market areas;
 - (ii) information on job skills necessary to obtain the jobs described in clause (i); and information relating to local occupations in demand and the earnings and skill requirements for such occupations; and
- (F) provision of performance information and program cost information on eligible providers of training services as described in section 122, provided by program, and eligible providers of youth activities described in section 123, providers of adult education described in title II, providers of postsecondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- (G) provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the local area;
- (H) provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate;
- (I) provision of information regarding filing claims for unemployment compensation;
- (J) assistance in establishing eligibility for--
 - (i) welfare-to-work activities authorized under section 403(a)(5) of the Social Security Act (as added by section 5001 of the Balanced Budget Act of 1997) available in the local area; and
 - (ii) programs of financial aid assistance for training and education programs that are not funded under this Act and are available in the local area; and
- (K) follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

A final note here is to emphasize the importance of the relationship between customer satisfaction and service offering. In addition to the principles outlined here, local Boards should consider customer feedback in determining what services should be classified as “staff-assisted”. For example, if customers consistently report that they feel a particular service would be more beneficial (i.e., more helpful in getting a job) if it contained more staff assistance, the Board may want to restructure it as a staff-assistance, measurable service.

Another caveat is that reporting of services is a “double-edged sword”. With local discretion in delineating services there may be the tendency to include as many customers in trackable services as possible. We advise caution on this, since these customers will be included in the numerator as well as the denominator of rate calculations.

Proposal

The State proposes that local WIBs develop a matrix of One-Stop services like the one below. It is suggested that WIBs begin with the services listed in WIA section 134, and arrange them into registerable/non-registerable services according to the principles listed above and the judgment of the local WIB members. This will be submitted as part of the local WIA plan and will be included in the system of performance measurement for the WIB.

It should be mentioned that the line drawn by WIBs for registerable services is not permanent. If, through the customer service mechanisms, WIBs find that a particular service would be more beneficial if it included more staff assistance, they should be empowered to change the way the service is delivered. If that change is made, it should show up in the performance measures accordingly.

DOL Q&A

4. Q. We propose to negotiate outcomes for core, intensive and training services regardless of whether WIA or Wagner-Peyser funds were used to obtain the result. Data will be combined from CS3 (the Wagner-Peyser labor exchange system) and PMIS (Program Management Information System.) Wagner-Peyser will be sorted into core and intensive services. Please comment on this approach as we are actively pursuing the strategy at this time.

Individuals should be registered for a specific program, and results achieved credited to the program only when that program's funds are expended on the services provided. For example, if Wagner-Peyser funds are being used exclusively for core services and underwrite 100% of the cost of these services, individuals getting only those core services would not be registered under WIA. In contrast, if Wagner-Peyser and WIA Adult monies are sharing the costs of such services, individuals receiving them should be concurrently registered in both programs. As a point of clarification, outcomes are negotiated for the group being served by each funding stream, and should not relate to each individual service provided.

The Department recognizes that where costs are being shared, an individual will need to be registered in each of the programs and each would get credit for the result. We are concerned that such an approach while encouraging collaboration and the sharing of costs, will also inflate overall system results. Consequently, DOL will explore methodologies to apportion equitable credit and also provide Congressional decision makers with good information on which to make their investment decisions.

7. Q. More guidance is needed on the point at which eligibility is determined and an individual is "registered" into One-Stop services. We would like to create a true One-Stop with performance measures for core, intensive and training services regardless of the funding source that provides the service. We would also like to have truly "universal" core services that do not require eligibility determination. Currently, individuals do not have to provide eligibility information to receive Wagner-Peyser core services. The implication seems to be that if WIA funds are used in the mix of resources to pay for core services, all individuals visiting the One-Stop must have an eligibility determination so that costs can be assigned. The customer would have to provide more information than he or she previously did to access the same services.

All persons who receive only informational or self-service core services need not be "registered" under WIA. When more than informational or self-service core services are provided (e.g., staff-assisted core services) the individual would be registered and would have to supply certain information such as their selective service registration form. Depending upon the services to be provided, the individual may have to supply additional information on income, eligibility for unemployment compensation, Food Stamps, Temporary Assistance to Needy Families, etc. The information required will vary depending upon the services sought by the individual and the program providing financial support for the activity. Every effort should be made, however, to minimize the customers awareness of the paper processes that the registration and enrollment activities may require.

12. Q. In the integrated One-Stop environment, we envision core services will be provided by both Wagner-Peyser and WIA-funded staff. Does this mean an individual will be considered a WIA participant because WIA funds were expended to provide a service?

It is anticipated that informational and self-service core services funded by WIA Adult or Wagner-Peyser funds will be available on a universal basis, and therefore will not be counted in the performance accountability system. Adults and Dislocated Workers who receive services funded under title I of WIA, other than self-service or informational activities, must be registered and determined eligible. The memoranda of understanding will spell out how the various fund sources will assist in paying for the core services. Guidance will be provided for performance accountability reporting purposes to address recording of services when paid for by multiple fund sources.

Recently, the Division submitted the following questions to DOL. We will advise local areas as soon as an answer is received.

Q. DOL has made it clear that One-Stop customers registered for WIA Core Services that are staff assisted will be used toward performance measures. What connotes registration? Should the State devise parameters for what information is required in WIA registration, or can this be a local decision? Should we mirror the Wagner-Peyser registration system? Also, what criteria define what level of staff assistance can be considered appropriate for registration? If a computer resource room has staff assisting customers in using America's Job Bank, for example, can those customers be registered and tracked toward performance measures?

Example WIA Services Matrix			
Core Services Self-service and information	Other Core Services (Registration required)	Intensive Services (Registration required)	Training (Registration required)
Determination of eligibility to receive assistance	Follow-up services, including counseling for registrants (those previously receiving intensive/training services) after entering employment	Comprehensive and specialized assessment, including diagnostic testing and interviewing	Occupational skills training
Outreach, intake (which may include profiling), and orientation to the One-Stop center	Individual job development	Development of individual employment plan	On the job training
Initial assessment of skill levels, aptitudes, abilities, and support service	Job clubs	Group counseling	Workplace training and cooperative education programs
Labor Market Information	Screened referrals (testing and background checks done before referral or when operating as the employer's agent)	Individual counseling and career planning	Private sector training programs
Consumer reports information and delivery system performance information		Case management	Skill upgrading and retraining
Information on other One-Stop partner services and supportive services		Short term pre-vocational services	Entrepreneurial training
Information on filing UI claims			Job readiness training
Assistance in establishing WtW eligibility and other non-WIA training and education			Adult education and literacy activities in combination with training
Resource Room usage			Customized training
"How to" group sessions (e.g. writing a resume)			
Job referrals (informational, e.g., job scouts, ES referrals in a non-exclusive hiring arrangements, short-term or seasonal placements)			
Internet browsing—job, info, and training searches			
Internet accounts—Career Kit, Personnel Kit			
Talent referrals (informational, e.g. talent scouts, ES staff referrals or	5		